



*"The Nation's Largest Towing Company"*

Response to RFP for  
City of Chicago  
Auto Pound Management,  
Boot Release and Tow, and  
Related Towing Services

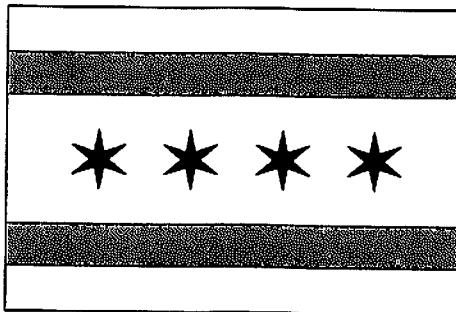
SPECIFICATION NO. 74969

April 24, 2009

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SUBMITTED TO:

Montel M. Gayles, Chief Procurement Officer  
CITY OF CHICAGO  
Department of Procurement Services  
Bid & Bond Room  
Room 301, City Hall  
121 N. LaSalle Street  
Chicago, IL 60602



SUBMITTED BY:

Gerald J. Corcoran, Jr., President/CEO  
UNITED ROAD TOWING, INC.  
9550 Bormet Drive, Suite 301  
Mokena, IL 60448

Phone: (708) 390-2200 • Fax: (708) 390-2222  
Website: [www.unitedroadtowing.com](http://www.unitedroadtowing.com)

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## SECTION 1: COVER LETTER

April 24, 2009

Montel M. Gayles, Chief Procurement Officer  
Attention: Altha Riley, Contract Negotiator  
Department of Procurement Services  
Bid & Bond Room- Room 301, City Hall  
121 N. LaSalle Street  
Chicago, Illinois 60602

**RE: RFP for City of Chicago Auto Pound Management, Boot Release and Tow, and Related Towing Services,  
Specification No. 71969**

Dear Mr. Gayles:

Enclosed please find one original and eleven copies of the Proposal submitted by **United Road Towing, Inc.**, hereinafter referred to as "URT", as its response to the City of Chicago's Request for Proposals for Auto Pound Management, Boot Release and Tow, and Related Towing Services. The Request for Proposals is hereinafter referred to as the "RFP".

URT acknowledges receipt of Addendum No. 1 to the RFP.

URT currently provides the auto pound management, boot release and tow, and related towing services to the City of Chicago. The key personnel of URT responsible for the company's performance of these services have been providing such services to Chicago for almost 20 years. These key personnel are Gerald J. Corcoran, Jr., Joel H. Braverman, and David M. Corcoran and they have over 60 years of cumulative experience. URT is the successor entity of the towing and auto pound management division of United Road Services, Inc., hereinafter referred to as "URSI." URSI provided auto pound management and related towing services for the City of Chicago from January 2004 to November 2005. Prior to URSI, Environmental Auto Removal, Inc., hereinafter referred to as "EAR," performed such services to the City of Chicago since 1989 when Chicago pioneered the privatization of towing and auto pound management services. URSI acquired EAR in 1998. URT, URSI, and EAR are collectively referred to as the "URT Lineage."

Beginning in 1989, the URT Lineage created—and has since continually implemented and successfully operated—its program with the City of Chicago for removal of abandoned vehicles. This program gained national recognition and was the subject of articles appearing in both the March 4, 1991 issue of Newsweek and the November-December 1991 issue of the Harvard Business Review. In December of 1993, at the request of the City, the URT Lineage broadened its program to assist the City in the removal of vehicles violating the City's seasonal parking ban on priority emergency snow routes. In 1996, the URT Lineage undertook the management and operation of the City's Auto Pound 2 located at 103rd and Doty, and provided immediate towing services to the City's Auto Pounds 1, 4 and 6. Approximately one year later, the URT Lineage undertook the management and operation of the City's Auto Pound 6 located at 701 N. Sacramento. With these obligations, the URT Lineage also responded to City requests for the removal of immediate tows identified by the Department of Streets and Sanitation for removal on a 24 hour, 7 days a week basis. Since 1989 to the present, the City has relied on the URT Lineage to respond to the City's growing demands for services such as immediate tows, overnight parking ban, abandoned vehicle tows, boot releases and tows, relocation tows, disposal of unclaimed vehicles, and management of City Auto Pounds 2, 3, and 6. Additionally, the URT Lineage has implemented similar programs for the towing, storage, redemption, disposal, and auctioning of vehicles for the insurance reclamation divisions of the largest insurance companies in the country and other major municipalities and governmental agencies throughout the United States.

URT is proud of its history with the City of Chicago and is committed to serve the best interests of Chicago. As one example of URT's diligence in its service to Chicago, URT notified appropriate officials of its suspicion that several impounded vehicles appeared to be displaying counterfeit Chicago vehicle stickers. This diligence led to the passage of a new Chicago ordinance that has saved the City significant money. URT is additionally open to suggestions from the various departments within Chicago for modifications of existing procedures to better serve the City. For example, in

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previous years, the City had entertained the possibility of establishing an off-site storage facility for long-term vehicle storage to alleviate overcrowding at existing Auto Pounds. URT is willing to enter into such discussions with the City when necessary.

**United Road Towing, Inc.** is a corporation organized and existing under the laws of the State of Delaware, and is authorized to transact business in the State of Illinois. URT's corporate headquarters is located at 9550 W. Bormet Drive, Suite 301, Mokena, IL 60448. URT's principal place of business for performance of the contract with the City of Chicago is 16327 S. Pulaski Rd., Markham, IL 60428. Gerald J. Corcoran, Jr. is the President and Chief Executive Officer of URT and Michael Mahar is the Secretary and Treasurer. URT has a network of existing businesses at 50 locations in 10 states. URT's comprehensive range of services includes towing, impounding, and storing motor vehicles; conducting lien sales and auctions of abandoned vehicles; and transporting new and used vehicles and heavy equipment. URT's customer base includes governmental agencies, automobile auction companies, municipal towing, national automobile leasing and insurance companies, automobile dealers, and individual motorists. URT will draw on all of its experience and resources to provide the best and most comprehensive services to Chicago.

Through its performance of the towing services required by the RFP, and as further set forth in URT's Proposal, URT desires to involve as many towing companies in addition to its affiliates. Furthermore, URT will conduct business or subcontract with numerous MBE/WBE companies in connection with the contract as more fully set forth in URT's Proposal. URT is committed to expend the following percentages of the total contract price, if awarded: 25% to Minority Business Enterprises and 5% to Women Business Enterprises.

URT currently provides to the City of Chicago in an efficient and cost-effective manner each of the services contemplated in the RFP. The URT Lineage has done so for almost 20 years. URT understands the requirements and objectives of this project, and has and will continue to anticipate the City's needs and fulfill them. URT is the only firm with such experience. This distinguishes URT as the best-qualified business to continue to manage this program for the City of Chicago without interruption of service. Thank you for the opportunity to submit our proposal. URT looks forward to the continuance of its alliance with the City of Chicago. I will be the principal contact for this RFP process, as well as for oral presentation and negotiations. Please feel free to call me any time at (708) 390-2200.

#### **SUBMITTAL FEE**

Additionally, enclosed please find the non-refundable submittal fee in the amount of nine hundred dollars (\$900.00) payable to the order of the City of Chicago in the form of a cashier's check.

#### **SCHEDULE A: STATEMENT OF OBJECTIONS AND/OR COMMENTS TO CITY'S GENERAL TERMS AND CONDITIONS CONTAINED IN EXHIBIT 8 TO THE RFP**

The enclosed Proposal constitutes a firm offer for a period to be determined by the parties. URT affirmatively states its commitment to provide all services as described in the RFP. Upon initial review of the City of Chicago's General Terms and Conditions attached to the RFP as Exhibit 8, except as otherwise set forth in the statement attached hereto as Schedule A and incorporated herein by reference, URT does not object to the City's General Terms and Conditions.

Very truly yours;

Gerald J. Corcoran, Jr.  
President and Chief Executive Officer

## SECTION 2: PROFESSIONAL QUALIFICATIONS, SPECIALIZED EXPERIENCE OF RESPONDENT AND TEAM MEMBERS

United Road Towing is the Nation's Largest Towing Company and is a leading national provider of towing, recovery and storage services with operating locations across the United States. Our team has over 1,300 courteous professionals at your service. With over 750 pieces of equipment, we provide damage-free towing 24 hours a day, 7 days a week.

Our mission is to provide the highest standard of towing, municipal and private property impound, and recovery services on a local and regional basis and to continuously strive for flexibility in servicing our customers' needs in an expedient and cost efficient manner.

We strive daily to make continuous improvements to our services in many areas. Specifically we:

- Implement improvements on a national basis in areas such as dispatching technology, driver training and professionalism, preventative maintenance, and safety.
- Continuously investigate new technologies to improve dispatch systems, brokering systems, and to enhance administrative and financial functions. Expand our specialized services in other markets both regionally and nationally. Continue to improve our towing, recovery and equipment transport sectors to provide greater uniformity of service in major regions.
- Our regional presence provides consistent, high quality towing services to customers within our operating region. We continue to broaden our network by actively adding high quality towing, recovery, and storage services across the country.

**United Road Towing will be the sole party to the contract with the City of Chicago for services contemplated under this RFP.**

United Road Towing is capable of successfully providing to the City of Chicago all the services required in the RFP. However, URT has intentionally developed a program whereby any qualified towing company may participate as a subcontractor with United Road Towing for City contracts as well as other URT contracts. The purpose of this program is three-fold:

- To maintain a continued relationship with a multitude of qualified companies, which enables URT to meet any imaginable towing request volume;
- To provide a more cohesive and accessible marketplace for smaller towing businesses; and
- To involve companies certified by the City as minority- and/or women-owned business.

Prior to participation, the equipment of each subcontractor is inspected and must satisfy all requirements established by the Department of Streets and Sanitation and the Illinois Vehicle Code. Furthermore, each tow truck assigned to perform immediate tows must be equipped with a two-way radio and a global positioning satellite system (GPS) as more fully detailed in our proposal.

**A. CHRONOLOGICAL HISTORY OF CHANGES TO CORPORATE STRUCTURE**

URT currently provides the auto pound management, boot release and tow, and related towing services to the City of Chicago. The principals of URT responsible for the company's performance of these services have been providing such services to Chicago for almost 20 years. The principals have over 60 years of cumulative experience. URT is the successor entity of the towing and auto pound management division of United Road Services, Inc., hereinafter referred to as "URSI." URSI provided auto pound management and related towing services for the City of Chicago from January 2004 to November 2005. Prior to URSI, Environmental Auto Removal, Inc., hereinafter referred to as "EAR," performed such services to the City of Chicago since 1989 when Chicago pioneered the privatization of towing and auto pound management services. URSI acquired EAR in 1998.

URT, URSI, AND EAR ARE COLLECTIVELY REFERRED TO AS THE "URT LINEAGE."

**B. EXHIBIT 3: COMPANY PROFILE INFORMATION**

United Road Towing, Inc. appends to this section the following form:

- Exhibit 3: Company Profile Information

**C. EXHIBIT 4: COMPANY REFERENCES/CLIENT PROFILE INFORMATION**

United Road Towing, Inc. is proud to offer the following references to document the outstanding level of service and dedication we give to every client, municipal or private, large or small. URT appends to this section Exhibit 4: Company References/Client Profile Information as follows:

[REDACTED]

[REDACTED]

[REDACTED]

• [REDACTED]

[REDACTED]

• [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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**D. LETTERS OF REFERENCE AND SPECIAL RECOGNITION**

Additionally, **United Road Towing, Inc.** is pleased to offer Letters of Reference and Special Recognition as further confirmation of our ability to execute a large scale project. We append to this section letters from the following clients:

Figure 1 consists of four bar charts arranged in a 2x2 grid, showing the effect of different treatments on the number of eggs per female for four species: *C. elegans*, *C. briggsae*, *C. remanei*, and *C. brenneri*. The y-axis for all charts is 'Number of eggs per female'. The x-axis for each chart has 'Control' on the left and 'Treated' on the right. The bars are black, and the error bars represent standard error.

Species	Treatment	Mean Number of Eggs per Female	Standard Error
<i>C. elegans</i>	Control	~100	~10
	Treated	~120	~10
<i>C. briggsae</i>	Control	~100	~10
	Treated	~110	~10
<i>C. remanei</i>	Control	~100	~10
	Treated	~110	~10
<i>C. brenneri</i>	Control	~100	~10
	Treated	~110	~10

***This RFP proposal includes trade secrets or other proprietary data ("data") that may not be disclosed outside the City and may not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this Proposal.***

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

#### **E. CAPACITY TO PERFORM CITY PROJECT**

##### **1. RELEVANT EXPERIENCE WITH THE CITY OF CHICAGO**

The URT Lineage solely participated in the Pilot Program initiated with the City of Chicago for towing, storage, and disposal of abandoned and/or inoperable vehicles for Auto Pound 3 previously located at 4008 South Ashland, Chicago, Illinois. This program commenced in 1989. Thereafter, we were selected by the City to continue the performance of these services. We have been subsequently selected by the City to perform similar services at Auto Pounds 2 and 6. United Road Towing currently manages all three Auto Pounds and facilitates towing and boot releases successfully on behalf of the City. The services performed by URT at the Auto Pounds are identical to those requested in this RFP.

United Road Towing firmly believes it is the most qualified and experienced firm to continue to service the needs of the City of Chicago.

In 1989, the URT Lineage commenced and operated a program with the City of Chicago for the removal of abandoned vehicles within the City limits. This program gained national recognition and has been the subject of articles appearing in the March 4, 1991, issue of *Newsweek* and the November-December issue of the *Harvard Business Review*. Since the program's inception to date, we have successfully provided all services requested by the City pursuant to the program and have implemented modifications to the program to better serve the City through the company's experience and technological advancements. URT will continue to provide the City with successful auto pound operation and management as specified in the RFP relating to the following services.

United Road Towing will provide all services utilizing state-of-the-art equipment and expert personnel rendering us the best qualified entity to complete all towing and management services demanded by the City.

##### **A. TOWING IS ONLY THE BEGINNING**

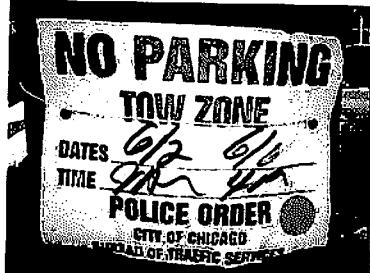
URT best understands the seriousness of the City's concern, and the magnitude of the project. URT further possesses first-hand knowledge that the ability to tow a vehicle, although important, is only the beginning to accomplish the City's total objectives.

## B. SPECIAL EVENTS FOR THE CITY OF CHICAGO

The Windy City. Second City. Chi-town. The City That Works. Whatever moniker it is known by, Chicago is one of the most popular cities in the United States. Chicago is a leading global city and a major transportation hub, as well as the business, financial, and cultural capital of the American Midwest. Chicago enjoys teams from each of the major league sports genres, a financial district anchored by the Chicago Mercantile Exchange, its architectural grandeur, the shopping of the Magnificent Mile, a blossoming Theatre district, a thriving artistic culture, Chicago has something for everyone.

It is commonly known that Chicago is the third largest city in the United States. Behind New York and then Los Angeles, Chicago has a population of nearly three million residents. What is less commonly known is that Chicago ranks fifth in the nation for the largest culturally diverse population. From Greektown on the near west side, to Chinatown on the cities near south side, immigrants from all corners of the globe have made Chicago their home. With them, these immigrants brought their varying cultures and beliefs, history and heritage, pride in their home country, as well as pride in their adopted City.

With such a culturally diversified people calling Chicago home, it is only natural that Chicago would host an extensive catalog of neighborhood and community events. Chicago has a parade, marathon, or festival for nearly every culturally significant event in its residents' heritage. In March, there are the Irish and Greek parades, April hosts the Carrying of the Cross and the Dia De Los Ninos parades, May celebrates the newly-established Immigrants Rights March and the very colorful Cinco de Mayo festivities. June hosts the annual Gay and Lesbian Pride Parade. August features the yearly Bud Billiken Parade, while October boasts the LaSalle Bank Chicago Marathon, one of the most popular foot races in the US; of course, we must not forget the ever joyful Turkey Trot that caps November. These are just a few of the events Chicago is proud to host. Whatever your heritage or hobby, Chicago has a special event for you.



None of these events would be completely successful without the diligent efforts of the men and women of **United Road Towing**. The equally diverse staffers of URT take pride in doing their part for the community. Drivers and clerical personnel alike work hard to ensure that every task during special events they are assigned to is completed in a professional and timely manner. As Chicago continues to flourish, the men and women of **United Road Towing** will be there ensuring each special event is memorable.

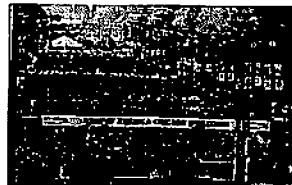
Throughout the year, URT cooperatively provides services for many City Special Events and law enforcement efforts. During the past 12 months, URT has provided services for these special events:

- Over 40 DUI/Roadside Safety Checks for law enforcement agencies
- 14 parades
- Nearly 80 festivals and neighborhood fairs, and
- More than 55 runs or athletic events.

Highlights of the year include:

## CHICAGO MARATHON

Each October since 2002, we have been called upon to tow vehicles along the path of the annual Chicago Marathon, which fills the streets of Chicago with more than 995,000 runners, volunteers, and spectators. Every year, URT clears the 26-mile designated route, towing roughly 350 vehicles to Auto Pound 2 and 6 in less than four hours.



## THE SOUTH SIDE IRISH PARADE



Each year URT ensures that the route for The South Side Irish Parade, one of the largest community parades in the country, is free of all parked vehicles. Since March 2003, we have cleared Western Avenue from 115th Street to 99th Street including immediate side streets for this event. Every year, vehicles along the two-mile route are towed within hours into Auto Pound 2, inventoried, parked, and ready for owners to redeem.

## SPORTING EVENTS

Each year, URT tows illegally parked vehicles for the Cubs, White Sox, and Chicago Bears. Since beginning this service in 2003, we have towed thousands of vehicles into both the north and south side Auto Pounds keeping the restricted parking areas around the ball parks clear for each game.



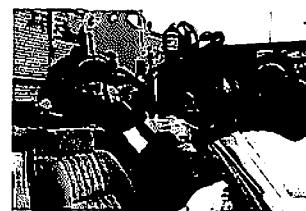
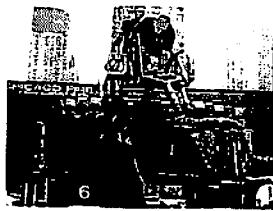
## ANNUAL GAY PRIDE PARADE

Every June since 2003, we have cleared the parade route for the popular Annual Gay Pride Parade. In the span of a few short hours, between 150 and 200 vehicles are towed from Belmont and Halsted through Diversey Parkway and Sheridan in the early morning to make way for the day's festivities.



## CHICAGO FIRE DEPARTMENT

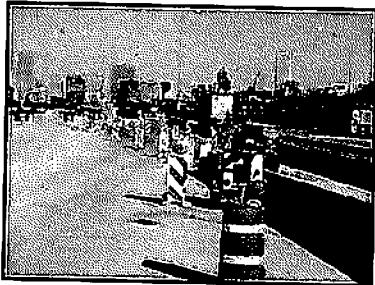
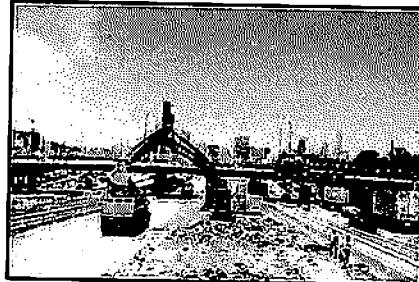
URT's commitment to the City of Chicago extends beyond the Department of Streets and Sanitation and beyond the scope of URT's contract with the City. Annually, URT voluntarily assists the Chicago Fire Department with its specialized training. URT supplied a training location and the necessary vehicles for the Chicago Fire Department's Advanced Auto Extrication Training program. URT helped simulate various accident scenarios to provide a realistic environment for the firefighters to practice utilization of the "jaws-of-life." Such scenarios included simulation of a large truck overturning on a regular-sized vehicle.



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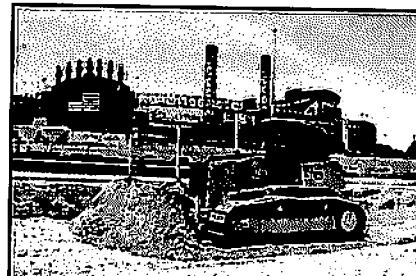
## DAN RYAN CONSTRUCTION PROGRAM

By any standard, it was an awesome highway reconstruction project and about as high profile as it gets. Valued at approximately \$975 million, it ranks among the nation's largest construction projects. To complete the Dan Ryan construction project on schedule, contractors raced day and night for two years rebuilding the 14-lane Dan Ryan Expressway. At full capacity, the Dan Ryan carries 300,000 vehicles daily through the heart of the city's South Side.



Once begun, the expressway was down to three lanes in each direction. Additionally, there would be daily lane closures and closed exit- and on-ramps. The construction project would have caused traffic on the Dan Ryan to come to a stand still if not for the implementation of the Dan Ryan Alternative Routes. Essentially, motorists were encouraged to use several local arterial roads as an alternative to the Dan Ryan. These roads would be posted as No Parking zones during the morning and afternoon rush hours, enabling traffic to continue moving, alleviating congestion and allowing motorists to move throughout the city with fewer reconstruction inconveniences.

Keeping the alternative routes clear of stopped and parked vehicles was essential to prevent traffic from bottlenecking. The City of Chicago called on United Road Towing to work with Field Vehicle Investigators (FVI) from the City's Department of Streets and Sanitation. Together, FVI's and tow trucks patrolled the designated alternate routes. Any vehicles parked in violation of the alternative route rush hour parking restrictions would be written up and towed into either the north or south Auto Pound.



These alternative routes consisted of seven arterial streets spanning the distance from 15th Street to 103rd Street. Martin Luther King, Jr. Drive, Vincennes Avenue, Cottage Grove Avenue, Stony Island Avenue, Ashland Avenue, Roosevelt Road and Jeffery Avenue each were designated as alternatives. For two hours during the morning rush and two hours during the afternoon rush these streets were posted as no parking zones.

Illegally parked vehicles were quickly identified, written up, and towed into the auto pounds. On average, 53 vehicles were towed each weekday during the reconstruction project.



The Reconstruction Project nearly crippled the Chicago leg of the Dan Ryan expressway. Were it not for the implementation of the alternative routes the city may well have been mired down in traffic jams. By its completion in November of 2007, the alternative route rush hour parking restrictions resulted in 16,141 vehicles impounded. Each of the impounded vehicles represented a traffic jam averted.

The successful completion of this project required strong communication and organizational skills from both the management of United Road Towing

and representatives from the Department of Streets and Sanitation. Together both worked diligently to ensure that illegally parked vehicles on the alternative routes would not be allowed to hamper the flow of traffic. Ultimately, the Dan Ryan Reconstruction Project was successfully completed ahead of schedule.

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Mainline construction wrapped up a few days ahead of IDOT's October 31, 2007, deadline. The Dan Ryan now has an extra lane in each direction from 47th Street to 95th Street. Not only is the expressway wider, work crews also made it thicker, so that the Ryan shouldn't need another makeover for at least 30 years. United Road is proud to have been such an integral part of such a monumental task and remain ready to assist where needed.

URT was called upon and quickly responded to these additional responsibilities during this two year period to accommodate for the added volume of tows.

### **TOW TRUCKS FOR TOTS PARADE, NOVEMBER 2008**

Part of being a good corporate citizen is caring about your communities. Drivers from United Road Towing did that in a big way on November 9, 2008 when they participated in the 2<sup>nd</sup> Annual Tow Trucks for Tots Parade. Gathering before dawn at Empress Casino in Joliet, 239 tow trucks made the 42-mile trek to Toyota Park in Bridgeview.

At the final destination, each tow truck driver presented to Chicagoland Toys for Tots the donated toys and cash they had collected at their location.

Tow Trucks for Tots is held in conjunction with the Chicagoland Toys for Tots Motorcycle Parade event that benefits local less fortunate children each holiday season.

The URT family enjoyed this excellent opportunity to make a meaningful contribution to our local community and showcase the inherent helpfulness that populates not just our company, but the towing industry.

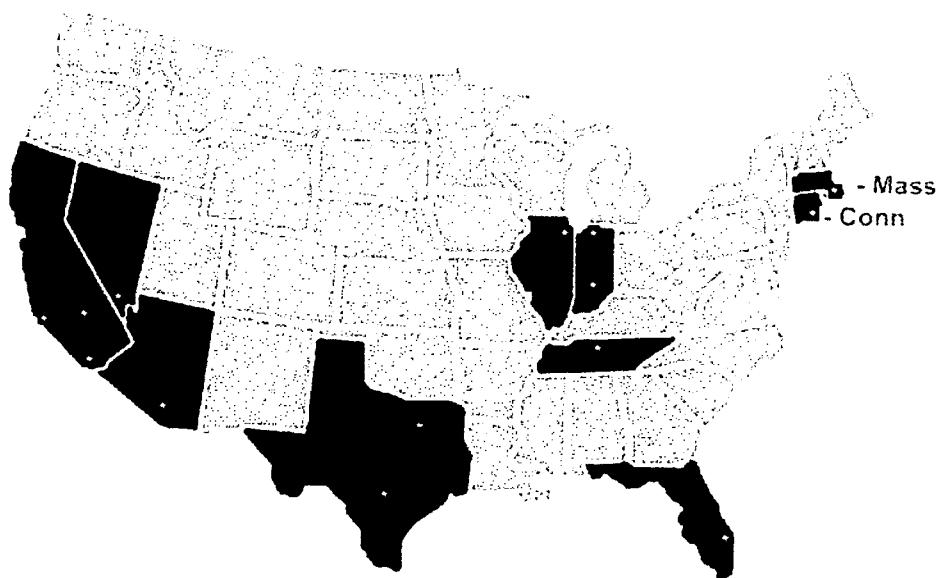


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## 2. SUMMARY OF CURRENT AND FUTURE PROJECTS

In addition to its outstanding service to the City of Chicago, URT continues to provide comparable services to various other governmental agencies throughout the United States by and through its wholly-owned subsidiaries. Gerald J. Corcoran, Jr., as President and CEO of United Road Towing, is responsible for the success and continued dedication of each of its towing subsidiaries. Following are example of exceptional services provided by URT under the guidance of Gerald J. Corcoran, Jr.

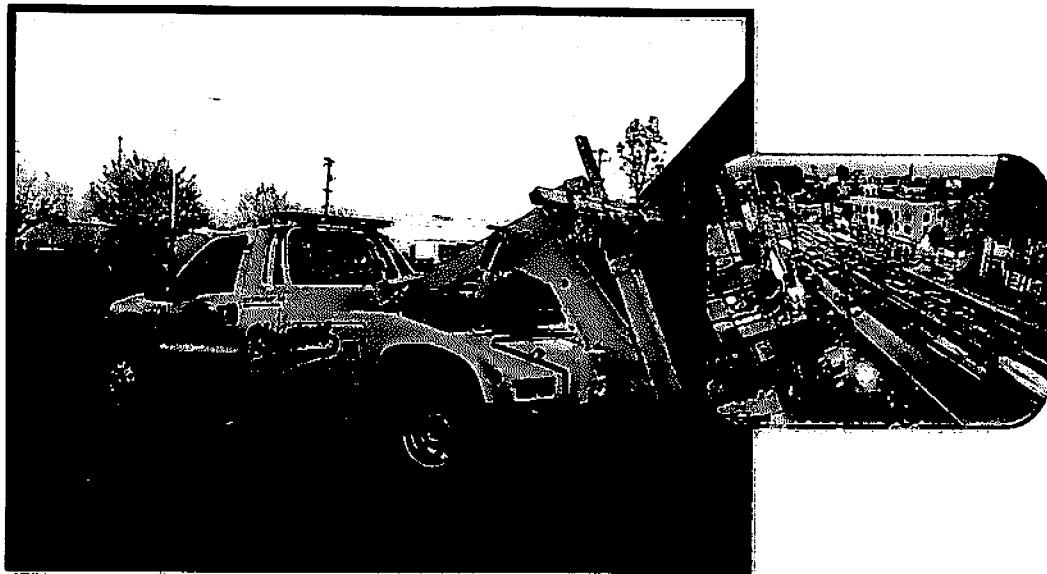
**United Road Towing** and its family of companies is the largest tower in America. Our management team provides unique and unparalleled leadership, efficiency, experience and discipline. We are positive that **United Road Towing** can efficiently and courteously provide all services necessary to meet the goals and objectives of the City of Chicago.



Although United Road Towing is a national towing company, our local equipment and personnel for this project are dedicated to the City of Chicago. If necessary, national resources can be mobilized to guarantee sufficient performance; a benefit that URT is in a unique position to offer.

**LOS ANGELES, CA (VAN NUYS AREA)**

Since 1991, Keystone Towing Inc. has operated [REDACTED] Keystone provides [REDACTED] [REDACTED] uninterrupted services on a 24 hour per day, 365 days a year basis. This division of United Road Towing is responsible for dispatching over 10,800 calls annually for [REDACTED] Keystone's fleet consists of over 26 power units. Keystone Towing has been recognized for its outstanding maintenance of the [REDACTED].



Keystone Towing also provides unparalleled service for [REDACTED] Area since 1991. Keystone routinely performs with a quicker response than the 30 minute ETA requirement, and has gained recognition for its high level of service.

**LAS VEGAS, NV**

Since 1983, Quality Towing has fostered a contractual relationship with [REDACTED] Quality's unlimited service capabilities and multiple geographic operations throughout Las Vegas and Clark County allow them to accommodate [REDACTED] needs for additional coverage area. With its 87 operational units staged throughout the county, Quality Towing provides 20-30 minute response times and unparalleled service. These contracts generate approximately 25,000 calls annually for service from DUI check points, to accidents, and impounds. In recent years, we have added service [REDACTED] In addition to our fleet of over 50 light duty tow trucks, Quality has roadside service trucks and a heavy division team of professional operators and fleet of equipment that is second to none in the country.

In addition to our governmental agency relationships, for over 26 years, Quality Towing has provided a wide range of services to the Las Vegas and surrounding areas including light-, medium, and heavy-duty vehicle towing and recovery, vehicles storage, live actions, and mechanical truck repair.



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## PHOENIX, AZ

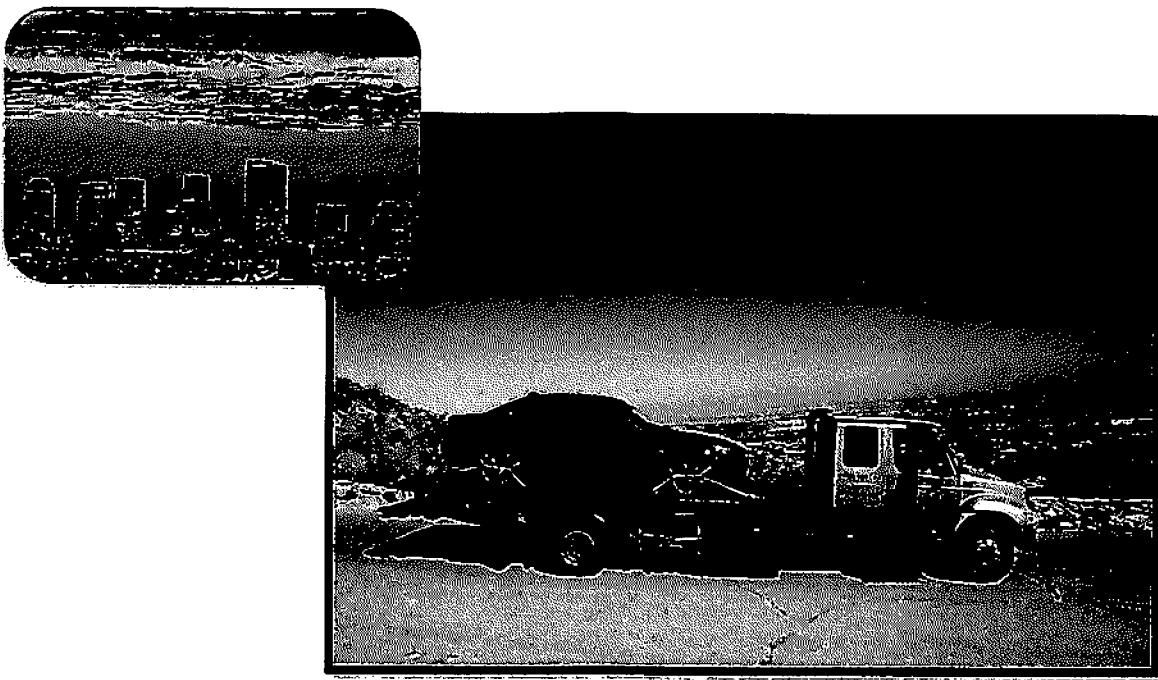
Shamrock Towing opened for business in 1975. In 1976, it started doing work for the Phoenix Police Department on a rotational basis. In 1978, Shamrock was able to secure two of six precincts as sole provider of accident towing. In 1996, Shamrock was awarded four of six precincts as sole provider for accident towing. At this time, Shamrock was also chosen to remove all abandoned vehicles from one of the precincts.

In 2003, another towing provider was found to be in default of its abandoned vehicle contract with the City of Phoenix. Shamrock was awarded this work through the end of the contract.

In 2005, Shamrock Towing was awarded the contract for the entire City of Phoenix, all six precincts. Operations under this contract began December 2006. Since the beginning of this contract, Shamrock has earned an outstanding reputation of timely customer service. In the busiest months, this contract has required Shamrock to process over 6,000 tows, all with a 20 minute arrival time.

Beyond the services to the City of Phoenix, Shamrock Towing has held various contracts with the Arizona Department of Public Safety since 1983.

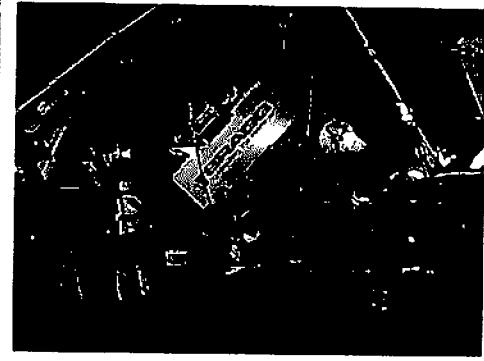
United Road Towing also owns Fast Towing which expanded URT's coverage area to include Scottsdale and Tempe AZ. Fast Towing has held the exclusive Police Towing contracts for these two cities for the past six years. Their contracts require the towing and storage of accident vehicles, abandoned vehicles and police authorized tows amounting to approximately 8,000 tows annually per contract. As a result of its outstanding level of service, Fast Towing was awarded the Sky Harbor Airport contract in 2003. This contract includes the towing of any unauthorized vehicle on the Sky Harbor Airport property 24 hours per day, 7 days a week. Fast Towing is required to be on the premises at all times.



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### ONTARIO, REDLANDS, & POMONA, CA

Since 1963, Bill & Wags Inc. of Ontario has exceeded the expectations of the City of Ontario's police department with its outstanding towing and customer service. Due to its reputation of excellence, Bill & Wags of Ontario is one of only two exclusive heavy duty and recovery towers for the City of Ontario. The light duty towing contract is on a rotation basis with four other companies. This contract generates approximately 2,400 tows annually and requires the towing, storage, and lien processing of all required tows.



Bill & Wags of Redlands has held the City of Redlands contract for the past 26 years. This contract is on a rotation basis with two other companies. Due to its expertise, Bill & Wags of Redlands is the exclusive heavy duty and recovery tower for the City of Redlands. This contract includes the towing, storage, and lien processing of all vehicles towed. This contract generates approximately 600 tows annually.



Bill & Wags of Pomona has held the City of Pomona contract for the past 46 years. Bill & Wags of Pomona has delivered outstanding towing and customer service to the City. This relationship has blossomed to include all heavy duty and recovery calls within the city limits with one other tower, while all light duty tows are on a rotation basis between Bill & Wags of Pomona and two other companies. This contract requires the towing, storage, and lien processing of all required tows. This contract generates approximately 3,500 tows annually.

Along with the services noted above, Bill & Wag's provides services to four different California Highway Patrol Divisions, the San Bernardino County Sheriff's Department, San Bernardino Police Department, Claremont Police Department, and commercial entities, automobile leasing companies, insurance companies, automobile dealers, repair shops and fleet operators, and individual motorists. Bill & Wag's, Inc. of United Road Towing offer a broad range of towing services in its local markets, including towing, accident recovery, incident management, clearing disabled vehicles, impounding and storing motor vehicles, conducting lien sales and auctions of abandoned vehicles, towing heavy equipment, and towing heavy-duty commercial and recreational vehicles.

URT is pleased to present 5 letters of commendation and 2 certificates of appreciation for Bill & Wag's, appended to this section.



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## HARTFORD, CT

Since 1980, Caron Auto Works has maintained and built on its reputation, quality of service, and dedication to the towing industry. Caron Auto services many police departments on a rotation basis in the state of Connecticut.

For the past 20 years, Caron Auto has delivered outstanding service on a contractual basis to CT State Police Troop C, Troop K, East Hartford Police Department, South Windsor Police Department, Town of Manchester Police Department, and the Town of Glastonbury Police Department.

These contracts require Caron Auto to respond to all calls within 30 minutes and handle storage needs as well as the lien processing. As a result of its outstanding service and its ability for immediate response, this division of United Road Towing was awarded for a third time the contract to perform road calls and towing service for the State of Connecticut vehicles in a 15-mile radius of its base. Caron has again been awarded the contract for the Connecticut Transit Authority Buses. The contract requires Caron to perform towing services for disabled transit buses within a 10-mile radius of our location. Caron also has the contract for East Hartford Police to tow and auction all abandoned vehicles in their city limits. Caron Auto supplies these services with its well maintained fleet of 35 units.



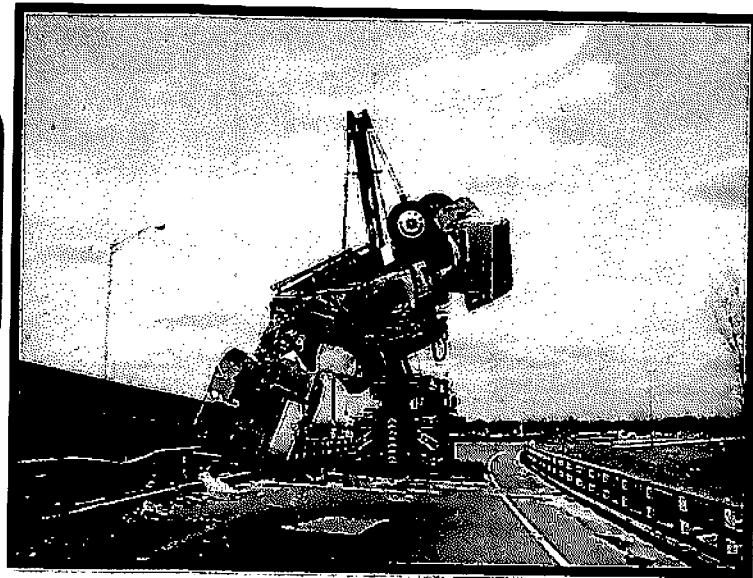
## INDIANAPOLIS, IN

Since 1975, Interstate Towing has developed a strong relationship with the police departments through its outstanding service commitment.

For the past 34 years, Interstate Towing has extended unparalleled service to the Indiana State Police, handling all heavy duty tows and recovery needs within its zone.

Interstate Towing has been awarded the largest coverage area of any tow on the list due to its level of service capabilities and ability to complete the call.

This division of United Road Towing has also managed and serviced the City of Lawrence for the past 28 years. Interstate Towing was also awarded the City of Indianapolis Fleet Service contract which requires it to tow any city-owned vehicle. Interstate Towing services these contracts with its fleet of 50 units.



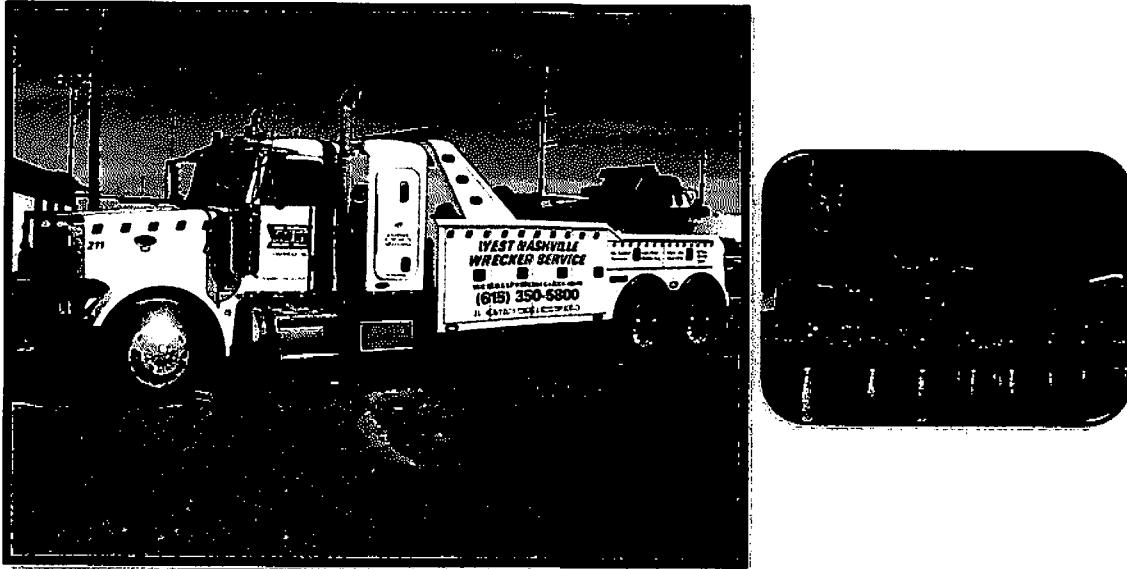
## NASHVILLE, TN

Since 1993, West Nashville Wrecker Service has been awarded one of 16 zones in the Nashville, TN area.

West Nashville Wrecker Service has delivered a high quality of service to [REDACTED] [REDACTED] handling all tows requested and also acting as a backup to all other Heavy Duty companies in the Nashville area.

This division of URT also works with [REDACTED] any accidents in and around Nashville. The contract requires that West Nashville Wrecker Service handle all calls in its zones, ranging from light duty through heavy duty towing and recovery, storage control and lien processing. Recently, West Nashville Wrecker Service was commended on its service and named by the American Towing Alliance the "ATA Tower of Month" for February 2009. West Nashville services the area with a 34-unit fleet.

URT is pleased to present a copy of the ATA Fax Newsletter from February 2009 in which West Nashville Wrecker Service is named "ATA Tower of the Month", appended to this section.



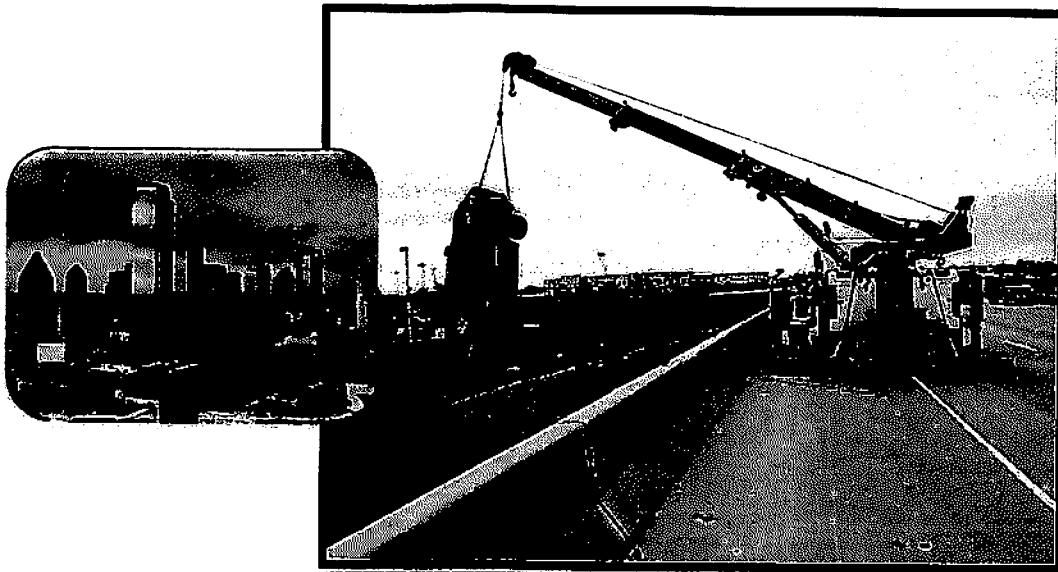
**DALLAS, TX**

For over 35 years, **Walnut Hill Wrecker** has provided quality towing and recovery services to the transportation industry based in Dallas and Fort Worth and the surrounding cities. Walnut Hill Wrecker's success is based on giving its customers quality, timely, and efficient services with courtesy and professionalism. As the founding company of a local group called **WHW Towing Companies**, Walnut Hill Wrecker was recently acquired by **United Road Towing**, the largest towing company in the United States. Walnut Hill Wrecker represents the largest, most diverse fleet in this region, operated by some of the most experienced and capable operators in the industry.

Walnut Hill Wrecker specializes in serving [REDACTED]

[REDACTED] Walnut Hill Wrecker, together with its sister companies **Signature Towing** and **Cornish Wrecker Service**, provides the only true area-wide coverage in the region. **WHW Towing Companies** provides service for [REDACTED]

[REDACTED] Other private sector projects include rental car companies, body and repair shops, and most major fleets.



**BOSTON, MA**

Export Enterprises of MA, Inc. started in business approximately 30 years ago with one truck. Over the years, Export grew to more than 55 vehicles.

Export offers a wide scope of services to many different customers. These services range from Heavy-, Medium-, and Light-Duty towing, road services for all categories, specialized transport, private property impounds, and [REDACTED] The customers range from commercial fleets, leasing companies, motor clubs, property management companies, and municipalities. A partial listing of our high volume customers are: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]



**SAN DIEGO, CA**



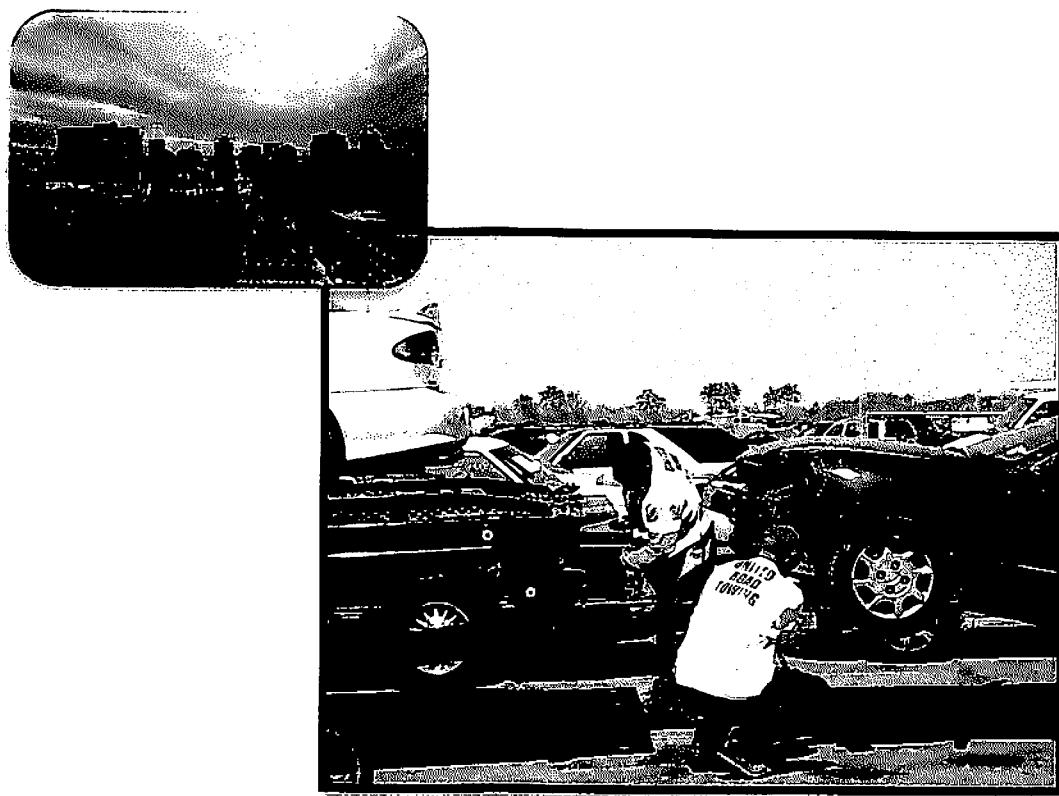
**Rancho Del Oro Towing** in San Diego has provided uninterrupted towing services for law enforcement and private properties in San Diego County for the past 19 years. Over this period of time, it has demonstrated its ability to provide the utmost in service to its contract holders, which include the California Highway Patrol (CHP), the US Border Patrol, the El Cajon and La Mesa Police Departments, and eight different jurisdictions of the San Diego County Sheriff's Department. It was also recently awarded the contract for CHP evidence impound and storage.



RDO has the capacity to tow and impound over 1,500 vehicles per month and to handle all towing operations using highly trained personnel and state-of-the-art equipment. Its equipment includes wheel-lifts and flatbeds equipped with fleet management systems, heavy duty wreckers for large items, and a self-sustained mobile command post for the Disaster Response Team operation.

In addition to providing exceptional, quality service to law enforcement, RDO is involved within its communities and works closely with several local charities. RDO formed a special relationship with MADD. Not only does RDO support the organization, but its General Manager Mike Guisti is seated on their board and has been recognized for his contribution to their cause.

Since 2008, United Road Towing has provided exceptional service to [REDACTED] [REDACTED] Impounding approximately 40,000 vehicles per year, URT has consistently met or exceeded the city's expectations. URT has received the appreciation of many of the City's top officials due to its timeliness and diligence in finding solutions to any problems that arise. URT is providing state-of-the-art surveillance as well as advanced IT solutions to keep the City's computer systems updated every 30 minutes.

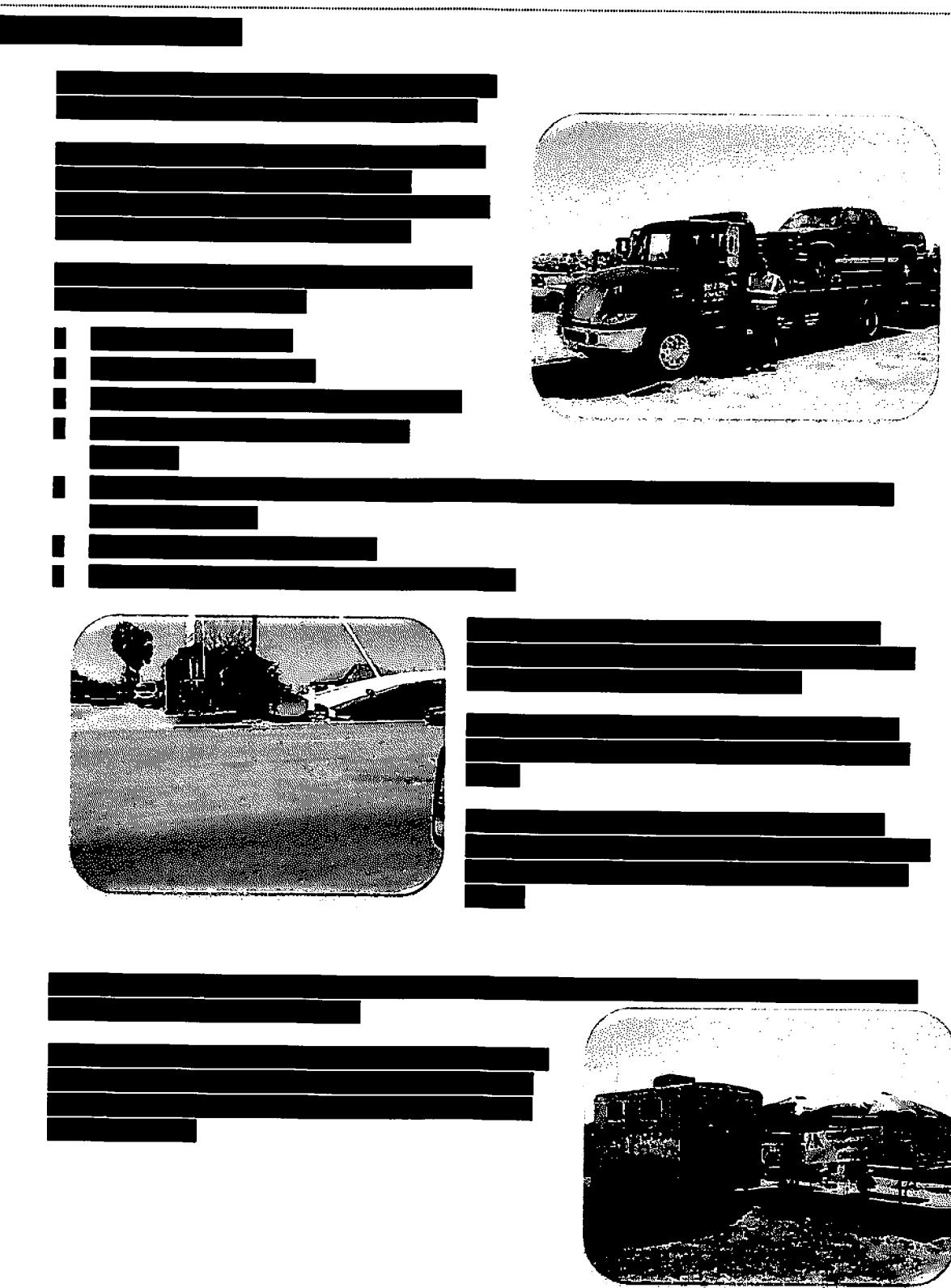


### **SOUTH FLORIDA**

**United Road Towing South Florida (URTSF) opened for business in February 2006 as a Greenfield site as a sole provider of towing services for Insurance Auto Auctions in Pembroke Pines, Florida. Insurance Auto Auctions is a provider of auction services for insurance companies' total loss salvage vehicles. URTSF transports total loss vehicles from auto body shops, new car dealerships, and other towing companies to the IAA facility where they are stored until they are sold at an onsite auction. Insurance company providers to IAA include, but not limited to, GEICO, Progressive, Mercury, and Enterprise Rent-A-Car. URTSF also provides towing service of vehicles purchased at five salvage auctions in south Florida by licensed auto dealers and auto dismantlers, the largest of those being LKQ, one of the largest providers of used auto parts in the nation.**

**URTSF is also part of the United Road Towing disaster response team that provides towing services for IAA in hurricane damaged areas, most recently Hurricane Ike in Houston, Texas.**





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## UNITED ROAD TOWING JOINS IN INDIANA FLOOD RELIEF, JUNE 2008

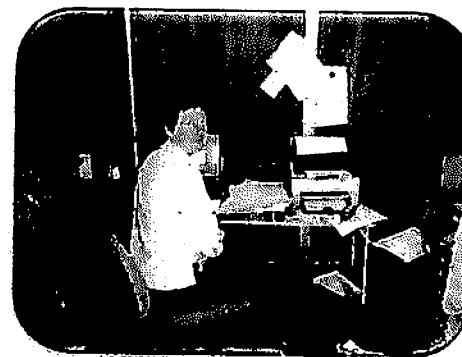
It is easy to lull ourselves into thinking that our communities and neighbors are safe from natural disasters and that flooding or tornados or hurricanes will strike in some other, more newsworthy location.

But the early days of June 2008 were worrisome times for many Hoosiers. As the rain continued to fall, the flood waters continued to rise in central Indiana. Conditions in many counties quickly went from worrisome to down right dangerous. Residents fled their homes carrying little more than the clothes on their backs. Others, who hoped to wait out the continuing rains, were rescued by boats. Governor Mitch Daniels toured the rain-ravaged areas of Indiana, declaring 51 counties disaster areas.



When the rain finally stopped falling and the flood waters began to recede, it was clear that there would be a great deal of work restoring the heavily damaged region. As it has in the past, United Road Towing answered the call, sending equipment and personnel to the most heavily damaged counties. Working tirelessly, drivers from URT removed flood damaged vehicles from roadways and driveways alike, enabling other essential services into the area to repair the extensive havoc Mother Nature brought down.

With perseverance, dedication, and skill, personnel from URT using four of our Chicago-based four-car carriers removed 354 vehicles from the disaster stricken areas in 10 days. These extraordinary efforts produced results that far surpassed those of similarly equipped towing companies.



United Road Towing drivers relocated nearly thirty percent more vehicles than tow companies using the same number of trucks working in smaller zones.

### 3. ABILITY TO DELIVER SERVICES

URT currently provides to the City of Chicago in an efficient and cost-effective manner each of the services contemplated in the RFP. The URT Lineage has done so for almost 20 years. URT understands the requirements and objectives of this project, and has and will continue to anticipate the City's needs and fulfill them.

URT is the only firm with the experience, business qualifications, existing operational infrastructure, equipment, and trained personnel to continue to manage this program for the City of Chicago without interruption of service.

### F. BUSINESS LICENSES/AUTHORITY TO DO BUSINESS IN ILLINOIS

United Road Towing, Inc. appends to this section the following licenses that evidence its authority to perform all services contemplated in the RFP:

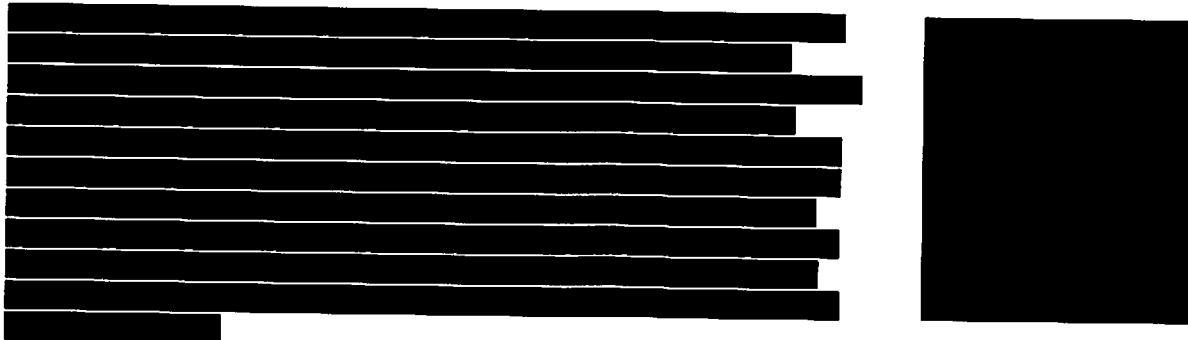
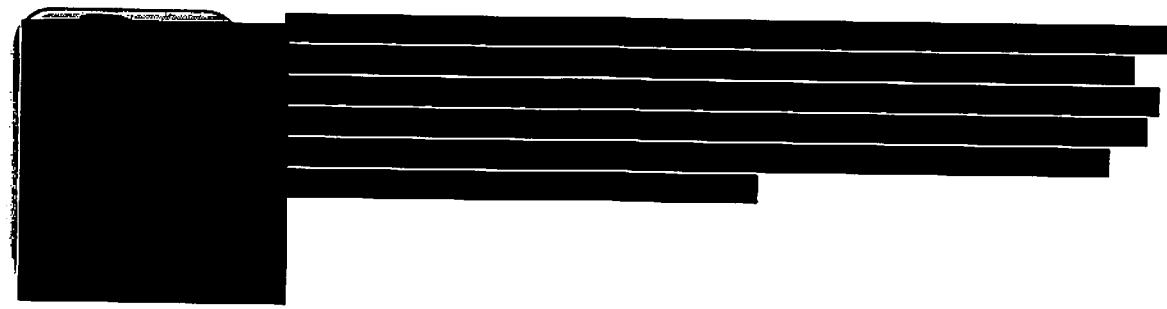
- State of Illinois Certificate of Good Standing, United Road Towing, Inc.
- State of Illinois Auctioneer License, United Road Towing, Inc.
- City of Chicago, Limited Business License, United Road Towing, Inc.
- State of Illinois, Rebuilder License, United Road Towing, Inc.
- State of Illinois, Recycler License, United Road Towing, Inc.
- State of Illinois, Used Vehicle License, United Road Towing, Inc.

**SECTION 3: PROFESSIONAL QUALIFICATIONS, SPECIALIZED EXPERIENCE, AND LOCAL AVAILABILITY OF KEY PERSONNEL**

Following is the local organizational chart and account management team organizational chart depicting the key personnel of URT's daily operation as it currently exists related to its performance of the City's towing, auto pound management, and boot release and tow services, and the main contact for the City of Chicago for resolution of emergency situations and other events.

**A. KEY PERSONNEL**

President/CEO **Gerald J. Corcoran, Jr.**, the primary URT principal dedicated to the City of Chicago contract, has been with this project since the 1989 Pilot Program. As a retired captain of the United States Marine Corps, Gerald J. Corcoran, Jr. guides URT with unparalleled efficiency, discipline, and leadership through his unique training and experience. Gerald J. Corcoran, Jr. has nearly 20 years experience specifically providing Auto Pound management and towing related services to the City of Chicago.

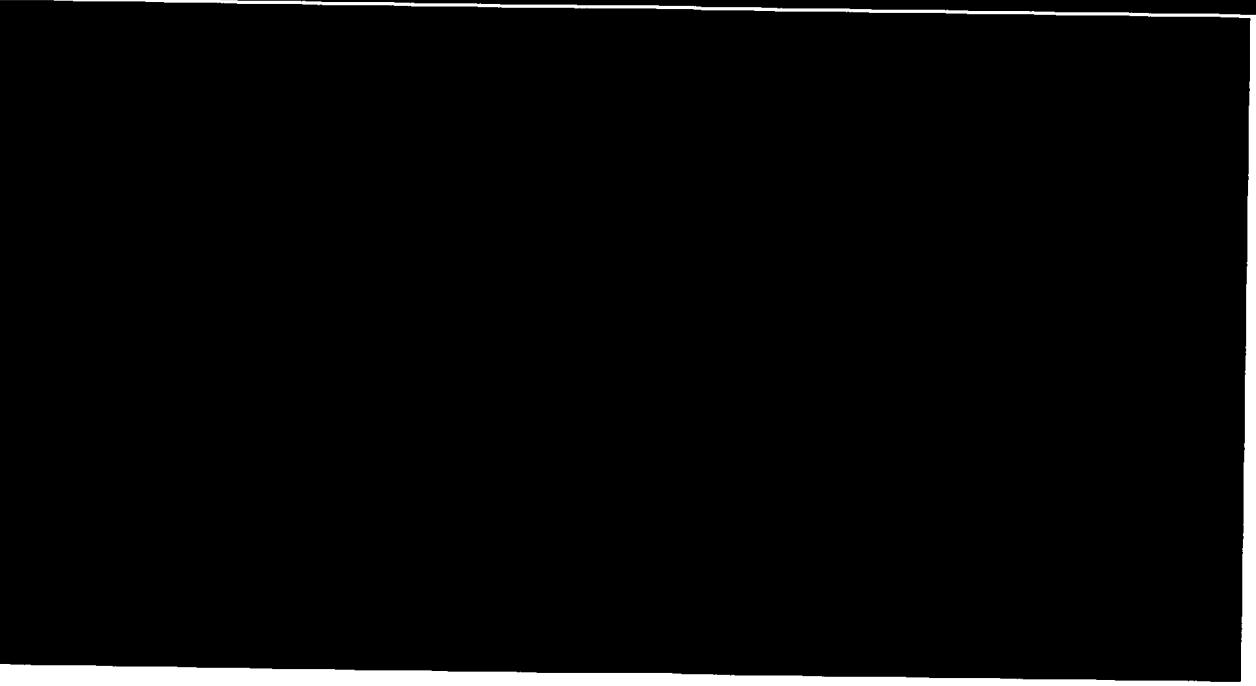


Together, the key personnel of the URT team bring incomparable knowledge, capability, and continuity of service to this project.

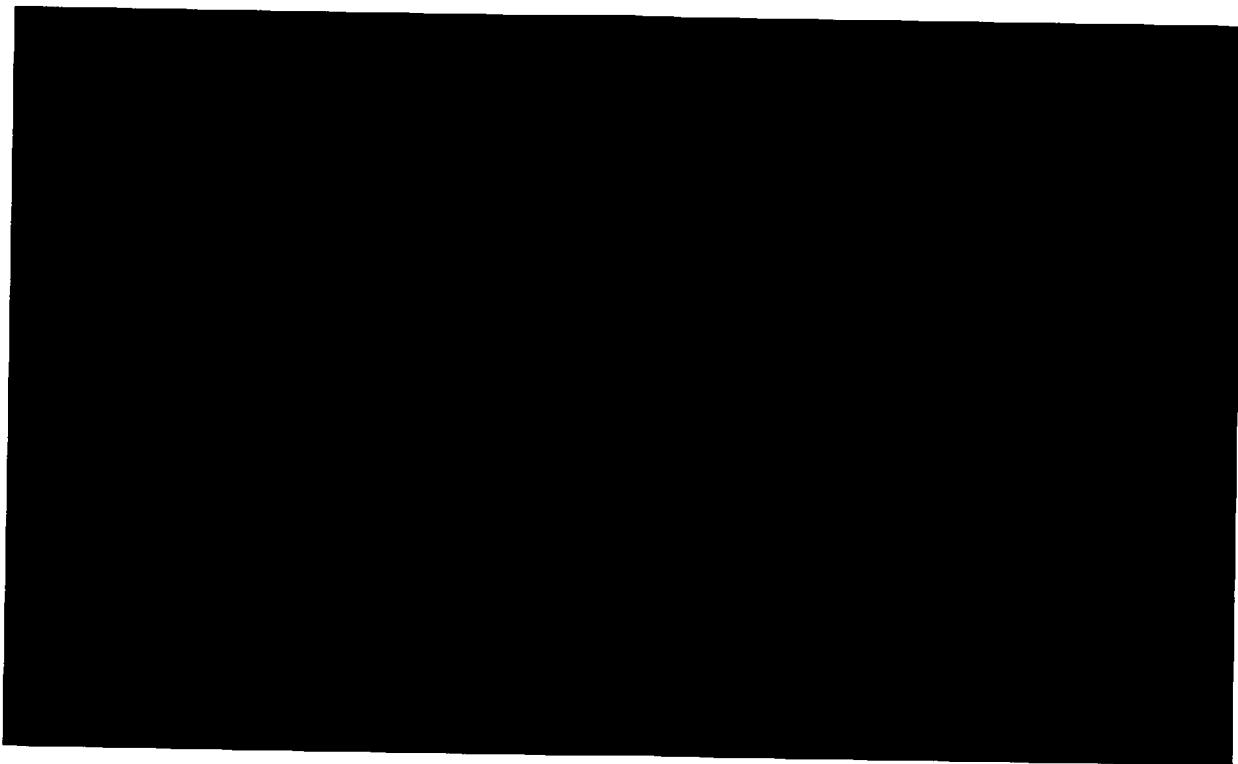
B. UNITED ROAD TOWING ORGANIZATIONAL CHART

**C. POSITION DESCRIPTIONS**

Following are descriptions of the responsibilities and duties of select personnel assigned to the daily operation and management of the Auto Pounds.







#### D. PROFESSIONAL PROFILES

Following are Biographical Profiles that highlight the qualifications of the key management and operation personnel of URT. The profiles reflect an in-depth experience in the industry. In addition, the long-term length of service of the principals and other key personnel is testimony to URT's experience and expertise.

##### ***GERALD J. CORCORAN, JR., PRESIDENT / CEO***

###### *Work History*

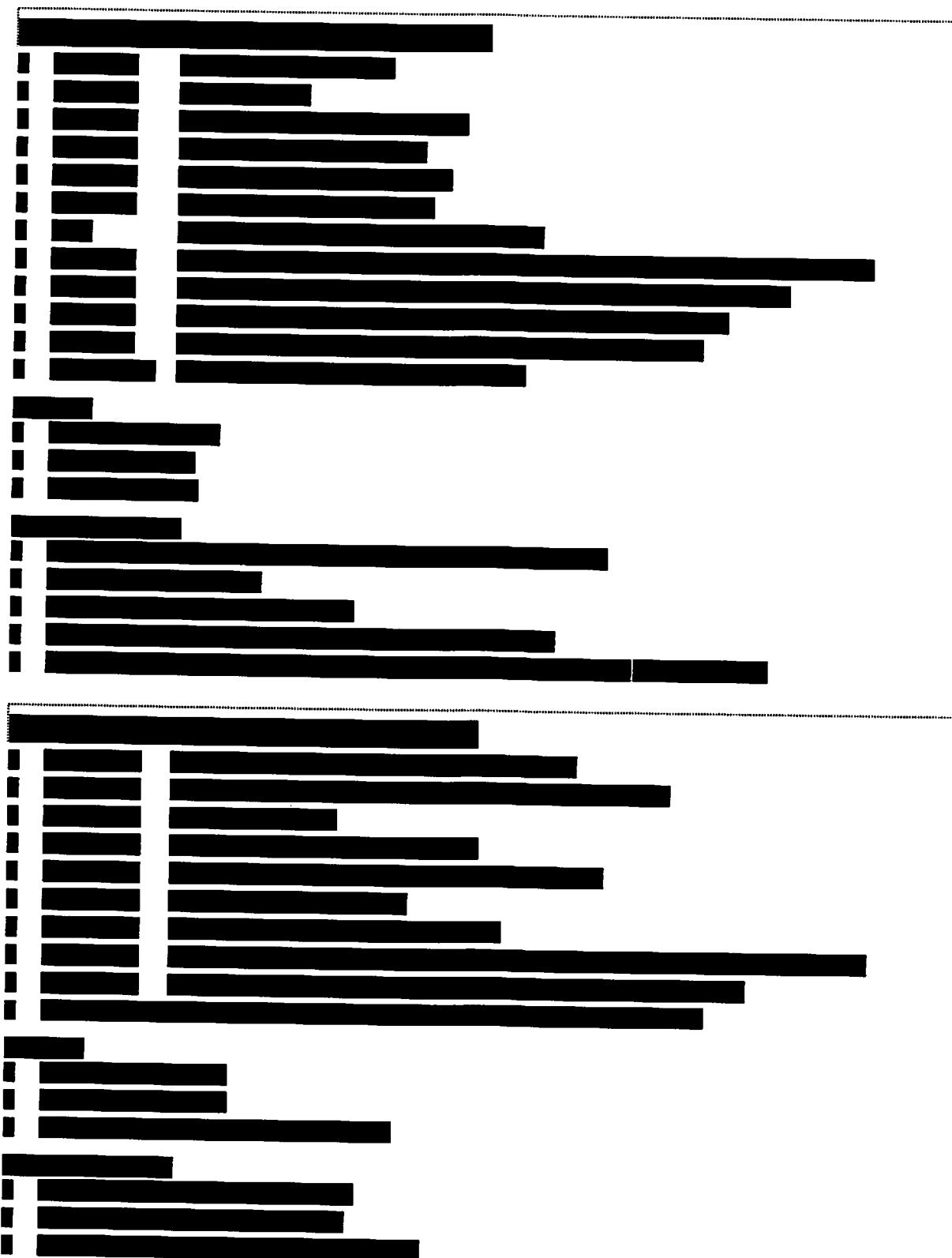
- 1968-1988 United States Marine Corps
- 1968-1969 Special Forces Training
- 1969-1971 Republic of Vietnam
- 1971-1973 Drill Instructor, Marine Corps Recruit Depot, San Diego, CA
- 1973-1976 Recruiting Officer
- 1976-1977 Okinawa Antiterrorist Group, Washington, DC
- 1977-1983 Antiterrorist Group, Quantico, VA
- 1983-1987 9<sup>th</sup> Marine Corps District Recruiting Officer
- 1988 Retired US Marine Corps, Rank: Captain
- 1988-1998 Vice President, E&R Towing and Garage, Inc.
- 1998-2001 General Manager of Environmental Auto Removal, Inc., a wholly owned subsidiary of United Road Services, Inc., and E&R Towing
- 2001-2003 Regional Manager, Mid-West Region, Nevada Operations/Vice President of Towing and Recovery Business Unit of United Road Services, Inc.
- 2003-2005 President of Towing and Recovery Business Unit, United Road Services, Inc.
- 2005- Present President and Chief Executive Officer, United Road Towing, Inc.

###### *Education*

- Bloom Township High School
- San Diego State University
- University of Maryland
- Eastern Illinois University

###### *Professional Activities*

- Member, Board of Directors: MC Base Quantico (VA) Credit Union
- Treasurer, Non Commissioned Officer's Association
- Received Secret Clearance, 1968
- Received Top Secret Clearance, 1979
- Member, Board of Directors: Illinois Veterans Leadership Program (IVLP)



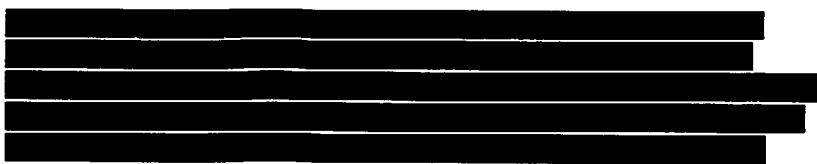
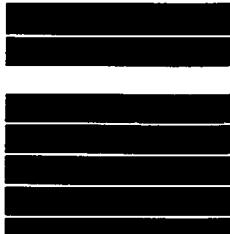
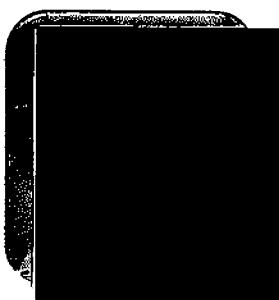
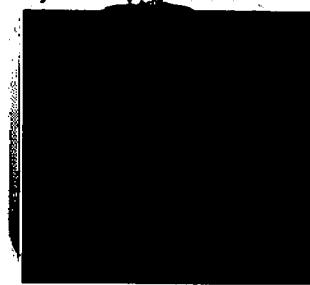
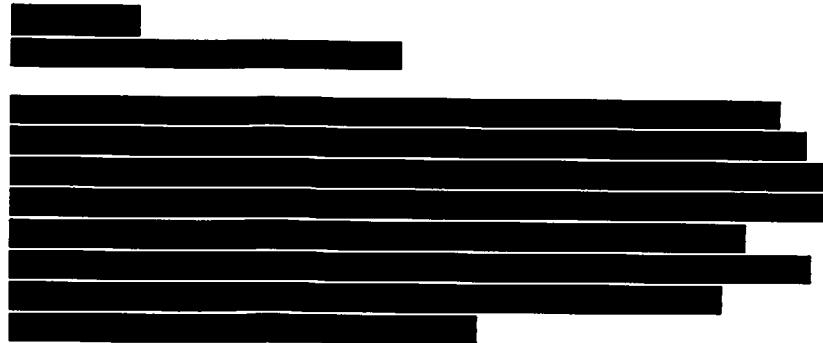
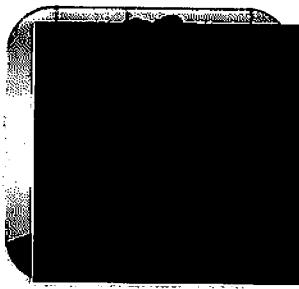
*This RFP proposal includes trade secrets or other proprietary data ("data") that may not be disclosed outside the City and may not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this Proposal.*

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Carolyn has brought her hard work in from the classroom.

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Response to RFP for City of Chicago Auto Pound Management, Boot Release and Tow, and Related Towing Services | 4/24/2009



#### SECTION 4: FEE PROPOSAL

United Road Towing is pleased to offer the following fee proposal to the City of Chicago for each service category contemplated under this RFP.

##### A. AUTO POUND #3S AND #3N

###### ABANDONED TOWS

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The Contractor will pay the City of Chicago [REDACTED] for each Vehicle impounded as an Abandoned Tow. [REDACTED]  
[REDACTED]  
[REDACTED]

In the event that a Vehicle towed as an Abandoned Tow is redeemed or transferred from the pound to the City, the Contractor will be entitled to a credit of [REDACTED] for each Vehicle redeemed or transferred from the pound to the City against any monies it owes the City for the Vehicle impounded.

**B. AUTO POUNDS #1, #4, #2, AND #6 OR OTHER FACILITIES AS DIRECTED BY THE COMMISSIONER**

**IMMEDIATE TOWS**

The Contractor will tow [REDACTED]  
[REDACTED] per vehicle for the initial year of the contract. Thereafter, we will then tow all vehicles with a [REDACTED] increase annually:

- 2011: [REDACTED]
- 2012: [REDACTED]

The Contractor will tow all Vehicles weighing greater than [REDACTED] lbs at the rate of [REDACTED]  
[REDACTED] for the initial year of the contract. Thereafter, we will then tow all vehicles with a [REDACTED] increase annually:

- 2011: [REDACTED]
- 2012: [REDACTED]

**ADMINISTRATIVE COSTS FOR AUTO POUNDS #2 AND #6**

For the first initial year, the Contractor will additionally charge the City [REDACTED]  
[REDACTED] to offset administration costs associated with the Auto Pounds in accordance with the requirements set forth in this proposal. Thereafter, we will increase the fee [REDACTED] annually at:

- [REDACTED]
- [REDACTED]

**SPECIAL TOWS**

[REDACTED]  
[REDACTED]  
[REDACTED]

**UNCLAIMED VEHICLES**

UNITED ROAD TOWING, INC. 9550 Bormet Drive, Suite 301 • Mokena, IL 60448 • Phone: (708) 390-2200 • Fax: (708) 390-2222

The Contractor will pay the City for unclaimed Vehicles [REDACTED] that are transferred to the Contractor by the City in accordance with 625 ILCS 5/4-200 et. seq. The Contractor will pay the City [REDACTED]

[REDACTED] Each unclaimed vehicle transferred will be [REDACTED] Contractor agrees each unclaimed Heavy Duty Vehicles transferred to them will be considered [REDACTED]

#### RELOCATION TOWS

The City will pay the Contractor [REDACTED]

The City will pay the Contractor [REDACTED]

Should the City desire to increase the fee charged to redeem a vehicle, by issuance of an additional pass-through fee or general increase in fees, URT will cooperate with the City so that the City receives 100% of the fee increase.

#### C. COMPENSATION SCHEDULE FOR DEPARTMENT OF REVENUE BOOT-RELEASE-AND-TOW

The Contractor acknowledges that the Department of Revenue wishes to have one bid line that incorporates all costs (administrative, vehicles, personnel, insurance, communications, etc.) associated with Boot-Release-and-Tow requirements.

Cost should be [REDACTED] for the initial contract year. Thereafter, we will increase the fee [REDACTED] annually at:

- 2011: [REDACTED]
- 2012: [REDACTED]

## SECTION 5: MBE/WBE COMMITMENT

In assisting minority-owned businesses, the towing industry faces a number of challenges. One of the major challenges is that while there are mandates and policies geared to increase the diversity of service and providers and while there are diverse communities who patronize and support the towing industry, most minority companies are unaware of the opportunities that exist. URT goes to great extremes to ensure that minority towing companies know what is available.



URT desires to utilize as many qualified minority companies as possible. **United Road Towing, Inc.** has demonstrated commitment to the City of Chicago's policy to provide minority- and women-owned businesses the maximum opportunity to participate fully in the performance of this Agreement. Our current contract with the City of Chicago directs us to pay 16.9% of all revenue to MBE (Minority Business Enterprises) and 4.5% to WBE (Women Business Enterprises). During the period of 2003 to present, URT has exceeded the City's goals in its efforts to fulfill its corporate responsibilities to the residents of the City of Chicago and surrounding communities it serves.

Underscoring URT's true commitment to the goals of Affirmative Action and diversity, 85% of URT's 86 employees are women and/or minorities; approximately 67% of these employees reside in the City of Chicago.

### A. MBE/WBE GOAL IMPLEMENTATION PLAN

URT desires to involve many towing companies in the performance of the services contemplated by this RFP. Special emphasis will be placed on a desire to secure great participation by minority businesses in the performance of URT's contract with the City.

**United Road Towing, Inc.** appends to this section Exhibit 5 Schedule D-1: **Affidavit of MBE/WBE Goal Implementation Plan** that outlines how URT will meet and exceed the City's new MBE and WBE goals of 25% and 5% (respectively) of the total contract cost by participating with certified MBE/WBE towing companies, and purchasing products or services from City-Certified firms, namely:

MBE-Certified Firm	%	For
Brad's Tire, Inc.	.50%	Tires & Equipment
Carson's Tire Services	.25%	Tires & Equipment
Chicago United Industries, Ltd.	.50%	Industrial Supplies
Discovery Promotional & Merchandising	2.00%	Promotional Materials
Granja & Sons Printing	.25%	Printing Services
Higinio Towing	1.50%	Towing Services
Industrial Fence, Inc.	.35%	Fencing Materials and Services
Multi-Products Distribution, Inc.	.25%	Safety, Office, Maintenance Supply Purchases
Petromex, Inc.	17.55%	Fuel Purchases
Quimex, Inc.	1.25%	Petroleum Products
Sanchez Paving Co.	.60%	Paving Services
<b>Total</b>	<b>25.00%</b>	

United Road Towing will spend a minimum of 25% with MBE vendors every year over the life of this contract.

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WBE-Certified Firm	%	For
G&E Sales Corp.	1.00%	Truck/Auto Parts
Nova Stationers	.25%	Office Supply Purchases
Progressive Industries, Inc.	.75%	Industrial Purchases
West Fuels	3.00%	Fuel Purchases
<b>Total</b>	<b>5.00%</b>	

United Road Towing will spend a minimum of 5% with WBE vendors every year over the life of this contract.

## 1. SUBCONTRACTORS, SUPPLIERS, AND/OR CONSULTANT

United Road Towing, Inc. appends to this section Exhibit S: Schedule C-1: **Letter of Intent from MBE/WBE to Perform as Subcontractor, Supplier, and/or Consultant**, completed and executed, along with current Letter of Certification, for the following MBE/WBE participants:

- Petromex, Inc.
- Quimex, Inc.
- Brad's Tire, Inc.
- Carson's Tire Services
- Sanchez Paving Co.
- Higinio Towing
- Industrial Fence, Inc.
- Granja & Sons Printing
- Chicago United Industries, Ltd.
- Discovery Promotional & Merchandising
- Multi-Products Distribution, Inc.
- G&E Sales Corp.
- West Fuels
- Progressive Industries, Inc.
- Nova Stationers

## 2. MINORITY COMPANIES NOT YET CERTIFIED TO BE UTILIZED BY URT

URT further employs several minority-owned companies that are not currently certified by the City of Chicago. URT will encourage these businesses to apply for certification by the City of Chicago as MBE/WBEs, thus providing them with an additional source of income and future opportunities. Following is a list of minority companies not yet certified but will be utilized by URT.

Company	Street	City	Zip	MBE Eligible?
C's Towing	426 E. 142nd St.	Dolton	60419	Y
Brown's Towing	720 W. 72nd St.	Chicago	60621	Y
Numero Uno Towing	4008 W. Nelson	Chicago	60641	Y
Gus' Towing	5619 W. 81st Pl.	Burbank	60459	y
Benja's Towing	5125 S. Kedzie	Chicago	60632	y
Nieto's Towing	2745 N. Kedzie	Chicago	60647	y
City Wide Towing	2235 N. Keating	Chicago	60639	y
Double "E" Towing	4 Langford Ct.	Bolingbrook	60440	y

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## SECTION 6: IMPLEMENTATION PLAN

For a substantial number of years, the City of Chicago has had to address the issues of health, safety, and economics as each issue interrelates to the removal of abandoned, hazardous, and illegally parked vehicles scattered throughout the City.

In addition to health, safety, and economic concerns, the abandoned and hazardous vehicles create a barrier to the sanitation and overall appeal of the City to local residents as well as tourists. There is a need to continually formulate and maintain effective procedures to remove, store, and dispose of all such vehicles in an expeditious, efficient, and safe manner. Since 1989, the City has justifiably approached and relied upon the URT Lineage to provide such services. URT firmly believes it is the most qualified and experienced firm to continue to service the needs of the City of Chicago.

### A. URT'S GOALS & OBJECTIVES

URT understands and acknowledges the seriousness of the City's concern and the magnitude of the project. URT further acknowledges that the ability to tow a vehicle, although important, is only the beginning to accomplish the City's objectives. URT has previously demonstrated its capacity to fulfill the needs of the City, and will continue to transport high volumes of vehicles in accordance with the City's demands.

#### 1. IMMEDIATE TOWS

URT will provide all required resources to assure each vehicle identified by the City as an immediate tow is transported to its designated Auto Pound within 90 minutes of the City's request. URT understands that time is of the essence and, therefore, such services will be provided 24 hours a day and 7 days a week regardless of weather, traffic conditions, or location of the vehicles. URT will remove each vehicle within 60 minutes of notification from the City, and will verbally notify the Department of Streets and Sanitation as to each vehicle removed.

#### 2. ABANDONED TOWS

URT will tow each vehicle identified by the City as an abandoned vehicle within 24 hours after written notification by the City. URT will further have each abandoned vehicle impounded and inventoried at its designated Auto Pound within 30 minutes after its arrival. Each abandoned vehicles will be impounded within two hours after it is removed from its location. Abandoned vehicles will be towed to Auto Pounds #3South and #3North between the hours of 7:00 AM and 5:00 PM, Monday through Saturday.

#### 3. OVERNIGHT PARKING BAN

URT will provide all required resources for the daily removal of vehicles parked in violation of the City ordinance banning overnight parking at various locations between the hours of 3:00 AM and 7:00 AM and between the dates of December 1 through April 1. URT will immediately tow vehicles identified by the Department of Streets and Sanitation to their designated Auto Pound.

As proven by its past performance, URT is confident its resources exceed those necessary for the daily removal of vehicles in violation of the Overnight Parking Ban ordinance. URT may consider making

available a location for the temporary storage of certain vehicles at peak volume periods during the Overnight Parking Ban season.

#### 4. EMERGENCY & RELOCATION TOWS

URT, through its vast internal towing resources and its network of over 100 subcontractors, will commit itself to respond and divert all necessary towing resources to relocation and emergency tows declared by the Commissioner of the Department of Streets and Sanitation. URT will cause all emergency tows to be towed immediately to their designated Auto Pound. URT will relocate vehicles as directed by the Commissioner, and will notify the Commissioner when the relocation procedure is complete.

All vehicles will be transported, without damage or injury to persons or property, with URT vehicles or vehicles of approved Subcontractors capable of immediately communicating with URT.

Such standards will need to be met even during periods of peak demand and crisis. This was tested during the January 1, 1999 snowstorm when URT supplied as many as 75 trucks per shift for the entire 16 days of the Phase IV snow program. During this snowstorm, United Road Towing assisted in the relocation of over 7,000 vehicles.

#### 5. BOOT-RELEASE AND TOW

URT will verify that each booted vehicle is eligible for impoundment before removing the boot and towing it to the appropriate Auto Pound, taking care to ensure that a vehicle will not be towed once the Department of Revenue indicates the registered owner is in compliance. URT will update the database immediately with all pertinent information, including the date and time of the tow.

### **B. URT'S PROJECT STRATEGY**

To accomplish the removal and transportation of the high volume of vehicles anticipated by the City and URT, and undertaken by URT in previous and current contracts with the City, URT will maintain relationships with a large number of towing companies.

United Road Towing maintains a network of local subcontractors with towing capability of nearly 200 additional trucks.

#### 1. START UP

URT understands the requirements and objectives of this project because URT currently provides to the City of Chicago in an efficient and cost-effective manner each of the services contemplated in the RFP. The URT Lineage has done so for almost 20 years. URT is the only firm with such experience, qualifications, operational infrastructure, expert personnel, and ample equipment. This distinguishes URT as the best-qualified business to continue to manage this program for the City of Chicago with the assurance of no interruption of service associated with transition, start-up, or training issues.

## **A. OBSTACLES/TROUBLESHOOTING TO RESOLVE PROBLEMS**

**URT does not anticipate any obstacles to its ability to fulfill the City's needs and to fully perform under the contract. In the event any obstacle should arise, URT is confident it will swiftly and successfully implement the appropriate resolution.**

## 2. EQUIPMENT

As America's largest volume towing company, URT owns and maintains the largest fleet of vehicles in the industry. These vehicles include many two- and four-car carriers, tractor trailers for large or specialty items, front-end loaders, and heavy wreckers with hydraulic under reach.

### 3. SUBCONTRACTORS

Although URT is available to successfully provide all the services required in the RFP, we have purposely developed a program whereby any qualified towing company may participate as a subcontractor with URT for City contracts as well as other URT contracts. The purpose of this program is three-fold:

- To maintain a continued relationship with a multitude of qualified companies which enables URT to meet any imaginable towing request volume;
- To provide a more cohesive and accessible marketplace for smaller towing businesses; and
- To involve companies certified by the City as minority- and/or women-owned businesses.



Prior to participation, the equipment of each subcontractor is inspected and must satisfy all requirements established by the Department of Streets and Sanitation and the Illinois Vehicle Code. Furthermore, each tow truck assigned to perform immediate tows must be equipped with a two-way radio and a global positioning satellite (GPS) system as more fully detailed below.

4.

Term	Yes (%)	No (%)
GMOs	85	15
Organic	88	12
Natural	82	18
Artificial	75	25
GMOs	85	15
Natural	82	18
Artificial	75	25
GMOs	85	15
Natural	82	18
Artificial	75	25
GMOs	85	15
Natural	82	18
Artificial	75	25

5.

This figure consists of a collection of black and white photographs, likely from a surveillance or technical source. The images show various views of a large, dark, rectangular object, possibly a piece of equipment or a vehicle. Some internal components or wiring are visible in some of the views. The images are arranged in a grid-like pattern with some overlap.

## C. OPERATION OF AUTO POUNDS

**URT** will continue to demonstrate its ability to properly manage each Auto Pound. **URT** uses only quality equipment and qualified personnel. **URT** has already proven its specialized expertise by its historical performance under previous and current City contracts. **URT** has identified and properly responded to the following issues of Auto Pound management: to properly inventory and store the large volume of vehicles transported to each particular Auto Pound, to satisfy the general public's need concerning the proper return of vehicles to a third party, to dispose unclaimed vehicles in a timely and efficient manner, and to secure and maintain the physical grounds and all vehicles and personnel within each Auto Pound.

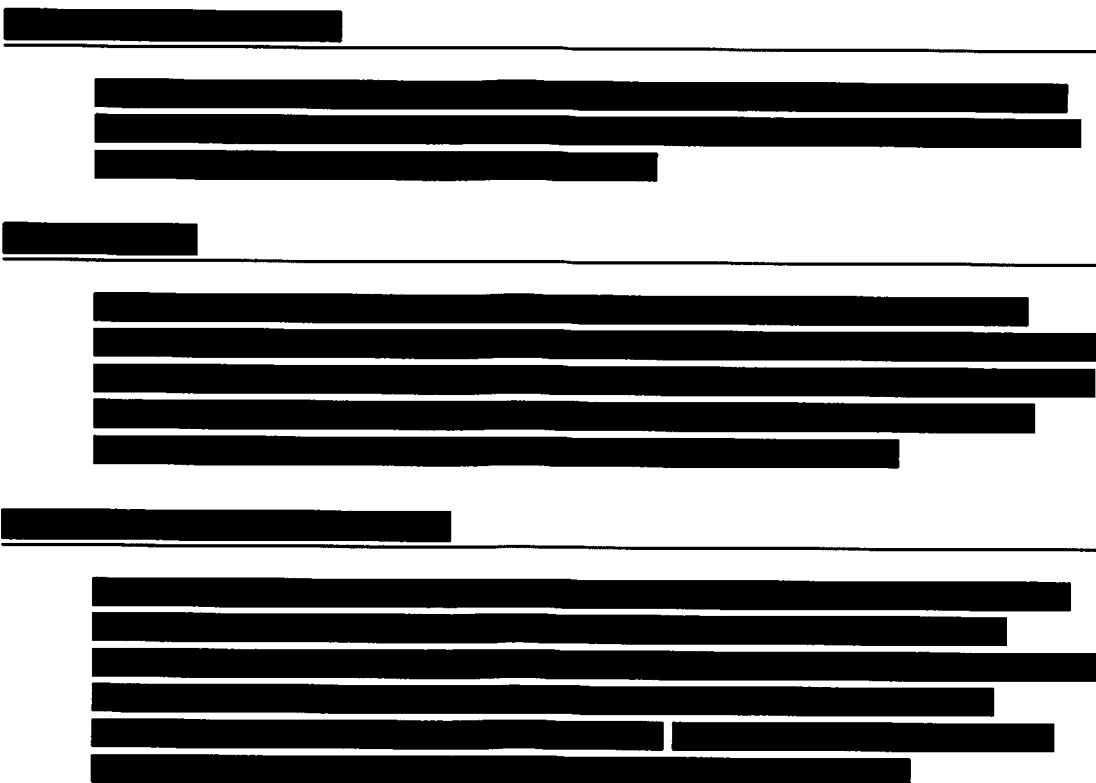




URT's computers will provide the City with immediate access to any information the City requires. URT's reporting system is further designed to crosscheck the information contained in URT's various other reports.

#### **A. BACKUP FOR EQUIPMENT FAILURE**

To minimize downtime with the operation of the auto pounds, we have developed plans and procedures in case of emergency.



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**B. REPORTS GENERATED**

Over 40 different standard reports can be generated. Following are descriptions of a few URT reports. Following this section are samples of the some reports that will be used in URT's program.

**1. DAILY SUMMARY**

Daily report that accounts for all tow cases, vehicles redeemed, and vehicles purchased by URT via contract sale.

**2. BY DATE IN**

Daily report that lists every vehicle towed on either a particular day or span of days.

**3. VEHICLES NOT TOWED WITHIN 24 HOURS**

Daily report that lists any vehicles that were not towed within one day.

**4. REDEEMED LIST**

Daily report that lists all vehicles that were redeemed.

**5. CRUSH LIST BY DATE**

Near daily report that lists all vehicles scheduled for disposal for a particular date.

**6. CARS STILL IN AUTO POUND AFTER 18 DAYS**

Weekly report that lists all vehicles in the Auto Pound over 18 days without a disposal date.

**7. BOOT-RELEASE-AND-TOW REPORT**

Daily report that indicates pertinent information on all booted vehicles that have been impounded. This report is currently being developed.

**8. ALL CARS IN AUTO POUND**

Report that lists all vehicles remaining in the Auto Pound with each respective location.

**9. MONTHLY SUMMARY**

Monthly report that details the monthly totals for each disposition area (e.g., Towed, GOA, RTO, Redeemed, Crushed).

## **10. MOTOR VEHICLE INVENTORY REPORT**

Documents processed for each vehicle towed into Auto Pound indicating information that describes the vehicle as well as the physical condition.

## **11. DISCREPANCY REPORT**

**Form utilized to report vehicle damage that may have occurred in an Auto Pound.**

**With the help of our expert IT department, Ad Hoc reports may be available upon request.**

C.

For more information, contact the Office of the Vice President for Research and the Office of the Vice President for Student Affairs.

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## D. OPERATIONAL PROCEDURES

The following are measures URT implements to assure the accuracy of all reports to the City of Chicago. These measures further provide a quality control system supporting URT's continued dedication to properly service the requirements of the City.

**URT will maintain a mobile office at each Auto Pound providing a work area for URT's personnel and staff. Should URT be awarded the Contract, we are prepared to replace the existing mobile facilities to meet the City's requirements specified in the RFP within a reasonable time period from the execution of Agreement.**

**Additionally, the reconfigured position of the new facilities will create additional parking for our customers.**

Each mobile office will additionally provide sufficient space at each Auto Pound for two City-supplied cashiers, City employee responsible for compliance with the Illinois Vehicle Code, and all necessary telephone, facsimile, data and electrical lines. Each Auto Pound will have a generator sufficient to ensure continued operation of the auto pounds should a power failure occur. URT will supply necessary toilet facilities with handicapped access. URT will not be required to install any sewer lines in furnishing such facilities. All signs at the auto pounds will be subject to the approval of or as ordered by the Commissioner. Auto Pounds two (2) and six (6) will remain open to the public 24 hours a day, 7 days a week. Auto Pound 3 North and South will remain open between the hours of 7:00 AM and 5:00 PM, Monday through Saturday. URT will provide an employee to promptly answer and reply to all telephone

calls received during the operational hours of each Auto Pound. URT will further provide a two-way intercom system to allow constant contact between its central dispatch office and City personnel.

Because the procedures are slightly different depending upon the type of tow, the following sections address specific tow types.

## 1. PROCEDURES BY SPECIFIC TOW TYPES

### **A. ABANDONED VEHICLE POUND 3NORTH AND 3SOUTH**

Once URT receives each tow authorization from Streets and Sanitation, it will be delivered to the office manager of the Auto Pound. A duplicate copy will be made of each report. Each tow report will be entered into URT's computer at the Auto Pound by the data entry department. This is the first phase of URT's tracking system that ensures each vehicle is properly transported within 24 hours upon receipt of the tow authorization.

After each report is entered into the computer, URT will generate a summary listing of all tow authorizations. URT will then dispatch drivers to retrieve vehicles within a designated Ward so that each vehicle will arrive at its designated Auto Pound easily within the time restraints specified in the RFP. Subcontractors will be paid only for each vehicle successfully delivered to its designated Auto Pound.

By 7:00 AM each day, all drivers will be dispatched. Each driver will be required to obtain and display a Police Tow Sign only when actively engaged in tow for the City. Each driver will be responsible to return the sign at the completion of his or her services.

### **B. IMMEDIATE TOWS**

Auto Pounds 2 and 6 are open 24 hours a day, 7 days a week. URT will employ three shifts per day. Each shift will have a shift supervisor, front-end loader operator, yard/inventory person, and a data entry clerk. There will be a pound manager as well as security personnel, customer service, and gate attendant.

Each hour, T-2 (the central dispatch for the Department of Streets and Sanitation) faxes a list of tows pending at each police district. Tow trucks, displaying a "Police Towing" sign, will be dispatched to the appropriate police district headquarters. Each driver will possess appropriate identification to display to the police. The police deliver the tow case to the driver who then contacts T-2 on the PAX line.



The driver relays the information on the tow case to T-2, which then provides the driver with a stock number. The driver will then contact URT's dispatch office with the stock number and proceed to the location of the vehicle.

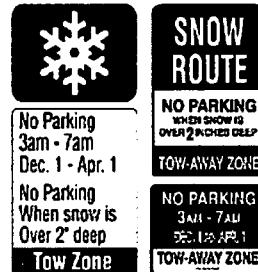
After reviewing the vehicle identification number and vehicle description on the tow authorization with the actual vehicle to verify the correct vehicle has been located, the vehicle is loaded. The driver will again contact the dispatch office to notify URT that the vehicle is loaded and is proceeding to the designated Auto Pound. In the event that the vehicle is not found, or is returned to the owner, this information is also related to the dispatch office.

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#### C. SNOW TOWS/OVERNIGHT PARKING BAN

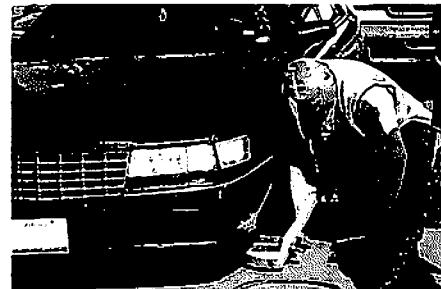
For the period of December 1 through April 1, there are over 100 curb miles of city streets where parking is restricted between the hours of 3:00 AM to 7:00 AM. To tow these vehicles, the drivers will report to a central designated area at 2:00 AM. Each truck will be issued "Police Towing" signs that will be mounted on each side of the truck. At approximately 2:30 AM, the City will provide a list that will direct how many trucks are required at particular locations. The trucks will then be dispatched to a rendezvous point. They will arrive no later than 3:00 AM.

Once at the site, the driver will meet a Field Vehicle Inspector (FVI) and a Chicago Police Officer. The police officer will issue a citation for the parking violation and the FVI writes up a tow report. The driver then verifies the vehicle to be towed, conducts an on-the-scene inventory certification report, loads the vehicle, and removes it to the pound as directed by the Department of Streets and Sanitation.



#### D. BOOT-RELEASE AND TOW

Vehicles that have accumulated multiple unpaid parking tickets are immobilized by the City of Chicago. When the boot is installed on the vehicle, a notice is affixed that informs the vehicle owner that they have 24 hours to pay, or make arrangements to pay, their outstanding balances or the vehicle will be impounded. The following day that the boot is placed on a vehicle, the Department of Revenue provides the tow orders, via email, for all vehicles that will be eligible to be towed that day. In accordance with the requirement of the program, United Road Towing then has 24 hours (18 hours if vehicle is within a "High-Tamper Zone") once the vehicle becomes eligible for impoundment.



Armed with the tow orders, boot team members proceed out to the location of the vehicles. Priorities are first with designated high-tamper zones and then by time the vehicle is eligible to be towed. Once the boot team member has located a vehicle in which a tow order has been written, he/she will block the vehicle with the Boot Van and the tow truck. Then through our secure VPN connection, the boot team member will access CANVAS with their vehicle mounted computer. We verify that the vehicle is still eligible for impoundment. Once verified, the tow truck driver hooks up to the vehicle and then the boot team member removes the boot. The boot is placed inside the boot van where at the end of the day it is unloaded into a secured trailer. The trailer is located at Auto Pound #2 and typically the next day a Department of Revenue employee comes out and accounts for all of the boots and removes them from our facilities.



To ensure that the job is done correctly, our boot vans are outfitted with state-of-the-art equipment. This equipment includes vehicle mounted computers with 3G Cellular internet cards, GPS tracking, two-way communication, and security cameras with near 360 degree surveillance.



We also have installed safety features such as emergency beacons and signs placarded on the vehicle advising other motorists that frequent stops are made and that video surveillance is being conducted.

## 2. PROCEDURE FOR ALL TOWS

Upon towing each vehicle to its designated Auto Pound, each driver will be greeted by a gate attendant. It will be the gate attendant's duty to prevent the unauthorized entrance and exit of any vehicle at the Auto Pound, and to direct individuals in need of service to the appropriate office. The gate attendant will retrieve the tow case from the driver and ensure that it accurately identifies the vehicle towed. The gate attendant verifies the stock number, enters tow case information into a hand held, wireless computer that automatically updates the main system database files, and generates a tamper/weather proof barcode label that is affixed to each vehicle.

The driver will transport the vehicle to an area in the Auto Pound designated as the staging area. An inventory person will be located at the staging area of each Auto Pound. This employee will inventory each vehicle utilizing URT's hand-held, wireless computer that requires all appropriate vehicle information to be reviewed and entered into the hand-held unit. The hand held unit, through radio frequency, delivers all information to the main system database in "real time".

After the inventory information is completed, the Motor Vehicle Inventory Report, designed with and approved by the City of Chicago Police Department, is printed on a laser printer for maximum clarity and neatness. This Inventory Report is then compared with the Vehicle Tow Report. This quality control measure will ensure each Inventory Report will be consistent with the Vehicle Tow Report and thus verify that the correct vehicle was impounded.

Once inventoried, the Inventory person will clearly mark each vehicle with its assigned inventory number thereby alerting the front-end loader operators that the vehicle may be placed in circulation with other impounded vehicles.

Each yard is equipped with at least three front-end loaders and operators. Each front-end loader will be equipped with forks that are 17 feet long and specially designed to pick up all vehicles without damage. The extensively trained and certified operator will input the inventory number and yard location for each vehicle.

This information will be reported to the office trailer and update the main system database. Each vehicle will remain in this location until a third party has either redeemed it or until URT receives proper authorization from the Department of Streets and Sanitation to dispose of the vehicle. Each Vehicle Tow Report is then matched with its corresponding Inventory Report and returned to the Department of Streets and Sanitation. All of this will be done within 30 minutes of each vehicle's arrival at its designated Auto Pound.

At the end of each day, a report will be prepared summarizing the activities of that day. This report provides numerical values for the following categories or events: tow requests received, vehicles brought in, vehicles gone on arrival, vehicles redeemed by a third party, vehicles scheduled for disposal, and vehicles disposed. This report additionally aggregates the number of vehicles towed and redeemed by category of the type of tow, e.g., Hazard, Scofflaw, etc.

### 3. REDEMPTION OF VEHICLES

**URT acknowledges that because of the large number of vehicles transported to each Auto Pound daily, a large number of vehicle owners will be present at each Auto Pound on a daily basis to redeem vehicles. URT consistently reviews its operations and strives to better serve the public and the City.**

Upon arriving at the Auto Pound, vehicle owners will be directed into the mobile office. Owners will be greeted by a URT data entry clerk who will solicit the following information to retrieve each vehicle's record from the database: the Inventory number, last 6 digits of the vehicle identification number (VIN), or the license plate number. The clerk will additionally ask each owner for documentation, approved by the Department of Streets and Sanitation, to prove ownership. The documentation will be compared with owner's identification and vehicle information to ensure that each vehicle is returned to the rightful person. Photocopies or documentation that have been altered will be unacceptable. All identification and documentation presented will be held by URT while an individual enters the auto pound to view a vehicle, and photocopied by URT with copies to be maintained in the appropriate file. No person is permitted to enter the auto pound yard or the vehicle holding area without strict compliance with the forgoing procedures.

After rightful ownership or rights to the vehicle have been established, URT will cause the vehicle to be transported to a secured holding area near the front section of the auto pound. The individual claiming the vehicle is then given a ticket that identifies the vehicle and indicates whether the customer desires to view the vehicle, remove personal belongings or license plates, or to redeem the vehicle. The customer is then directed to the holding area. The customer must present the ticket provided to him or her to a gate attendant prior to gaining access to his or her vehicle. The gate attendant will verify that the vehicle information on the ticket presented by the customer matches that on the vehicle secured in the holding area.

If a customer is viewing the vehicle or removing personal belongings or license plates, the customer will return to the office afterwards, and return the ticket to an office clerk prior to release of the photo identification and documentation previously presented. If the customer is in the holding area to redeem the vehicle, the customer is requested to start the vehicle to insure it is capable of being driven safely from the pound on its own power. If the vehicle is unable to be driven out safely on its own power, the customer must provide the name of the tow truck driver the customer has retained to remove the vehicle. The name of the tow truck driver will be added to the documentation. The customer is then directed to the City-contracted cashier's window to pay all appropriate towing fines and storage costs necessary to redeem the vehicle. Fines are automatically calculated by URT's computer system in accordance to the City of Chicago towing and daily storage fee schedule. A computer-generated receipt is printed for the customer and an automated processing function is triggered that modifies URT's computer database to reflect that the vehicle has been redeemed. The cashier will then issue a pink receipt representing all proper fines and fees have been paid. The customer is then directed back to the holding area. The customer is given access to his or her vehicle and directed to drive a short distance to the front

gate of the auto pound. There, a second gate attendant will review the paid receipt for the proper date, that it is paid, and that the vehicle information matches that of the vehicle to be released from the auto pound. If everything is proper, the gate attendant will scan the bar code inventory number on the vehicle through the Electronic Inventory System to verify that the vehicle has been authorized for release on the URT computer system. If it has been authorized for release, the gate attendant will circle the date on the receipt, initial the receipt, and open the gate to permit the customer to exit the auto pound.

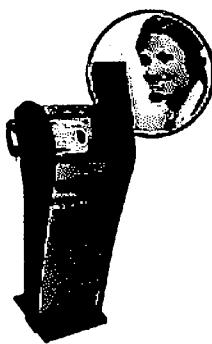
United Road Towing will install the equipment required to display the informative slideshow presentation as described in the RFP.

URT is confident that this redemption procedure increases the quality of customer service provided to the public, and ensures that a vehicle is released to a customer within 15 minutes of being presented with a receipt signifying proper payment of applicable fines and fees. URT remains in control of the process and brings the vehicle to the secured holding area. Limited access to the secured holding area reduces the risk of liability for customers who may slip/trip and fall walking the yard, and reduces the risk of theft and damage to other vehicles by customers.

#### A. AUTOMATED CLERK KIOSK

In effort to improve customer service, plans are being developed to research automating tasks that are time consuming.

This automation can be broken down in two sessions. One session can be for those that have the necessary information to identify their vehicle and the other can be for those that do not.



For those that have the information, the kiosk provides the customer a method to retrieve the inventory number of the vehicle, as well as explain and describe the necessary documents to redeem their vehicle. For the customers that do not have the information, they can be allowed to search for their vehicle by the date towed and the location towed from. Even searching by police district could be possible.

By developing this application, our clerks will be able to process the customers with the necessary information rather than looking up customer records and informing them of what is required in order to remove their vehicle from the auto pound. The more prepared the customer is arriving to the clerk's workstation; the faster that clerk can complete the process. This results in less waiting time at the auto pound.

#### 4. DISPOSAL OF VEHICLES

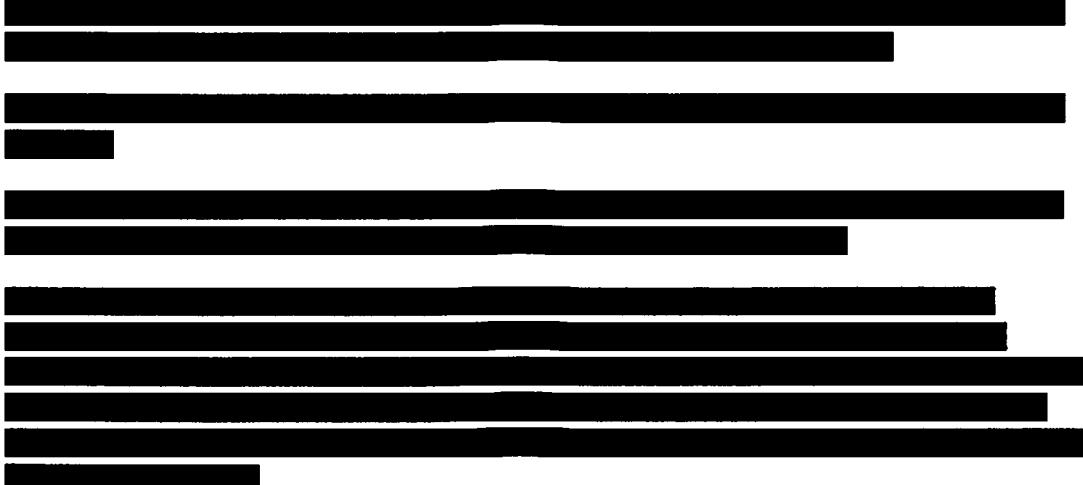
Disposition of all vehicles will be in compliance with all applicable laws, including but not limited to the Illinois Vehicle Code. When URT receives notification from the City of Chicago listing all vehicles no longer subject to retrieval by third parties, URT will enter all such vehicles into its computer database. Each vehicle's record is retrieved from the database via its Inventory number previously assigned to it by URT. That vehicle's full vehicle identification number (VIN) is compared to the vehicle identification number on the City's list. Only if both VIN numbers are an identical match is the date for disposal entered into the URT computer system.

URT then prints a computer list of all vehicles identified by the City for disposal. Each vehicle on the list is then located in the yard. A trained employee scans the inventory label on the vehicle with URT's hand held, wireless computer and inputs a portion of the VIN for a final verification that the correct vehicle is being disposed. The employee distinctively identifies the vehicle for disposal with a highly visible marking. A certified URT front-end loader operator will remove each vehicle from its location and deliver it to an area of the yard that will be designated as the area for contract sales vehicles. All license plates will be removed from each vehicle prior to removal from the auto pound. URT is conscious of the environmental hazards associated with disposal of a motorized vehicle. Prior to disposal, URT requires that all refrigerants, including chlorofluorocarbons and hydro chlorofluorocarbons, are removed from each vehicle at the Auto Pounds located at 103rd and Doty and 701 North Sacramento. To accomplish safe removal in compliance with all federal and state environmental protection laws, including the Clean Air Act and 40 CFR Part 82, URT is currently contracted with Certified Radiator, a company that has secured expertise in this field.

After removal of the refrigerants, the scrap processor will load each designated vehicle, and a manifest will be prepared documenting each vehicle placed for removal. Prior to exiting the yard, the scrap processor's vehicle will be inspected by the gate attendant. The gate attendant, with a hand held, wireless computer, will input the stock and inventory number for each vehicle. The handheld computer communicates with URT's main computer database to verify the following:

- To confirm it accurately reflects the vehicles being removed.
- To reconcile the manifest with URT's database for vehicles scheduled for disposal.
- With an accurate manifest, URT's database is updated to reflect all vehicles on the manifest have been disposed. The scrap processor will be directed to the URT office for a copy of the manifest signed by both parties.

## 5. AUTO POUND MAINTENANCE / SECURITY



***This RFP proposal includes trade secrets or other proprietary data ("data") that may not be disclosed outside the City and may not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this Proposal.***

7. TOW TRUCKS AVAILABLE FOR EACH POUND AND METHODS FOR ALLOCATING RESOURCES

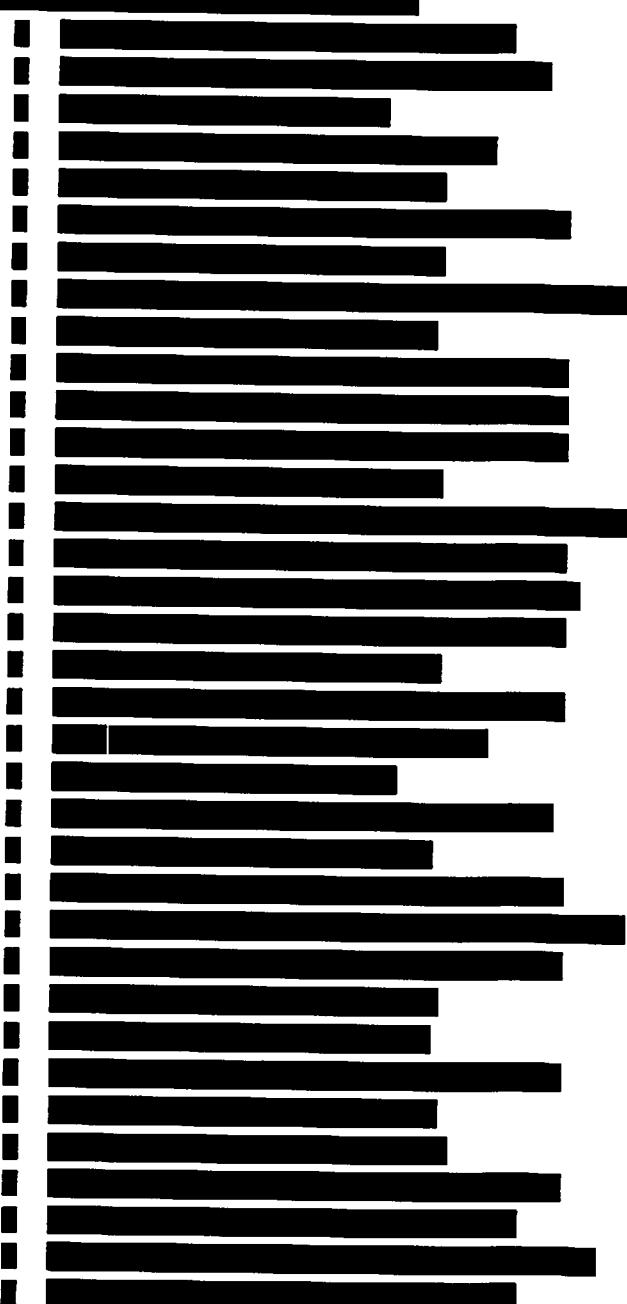
As America's largest volume towing company, **United Road Towing** owns and maintains one of the largest fleets of vehicles in the industry. These vehicles include many two- and four-car carriers, tractor trailer for large or specialty items and heavy wreckers with hydraulic under reach. URT has access to a fleet of state-of-the-art equipment 24 hours a day, 7 days a week.



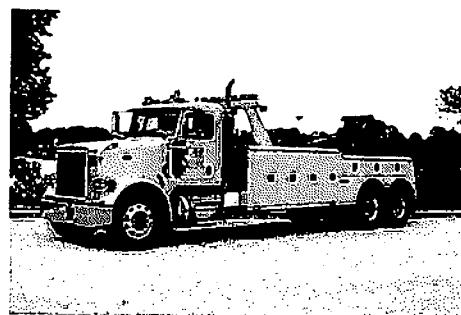
2-car carrier

Following is a listing of URT's locally based vehicles available to service the needs of the program. The City is welcome to review or inspect equipment upon request.

A.



4-car carrier

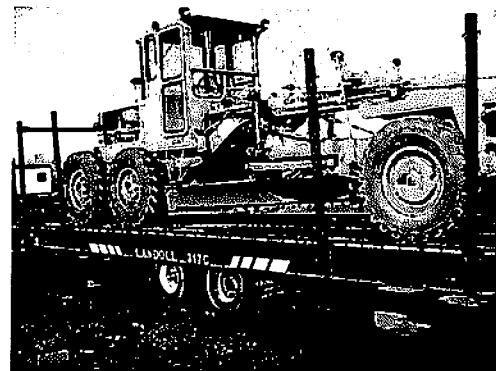
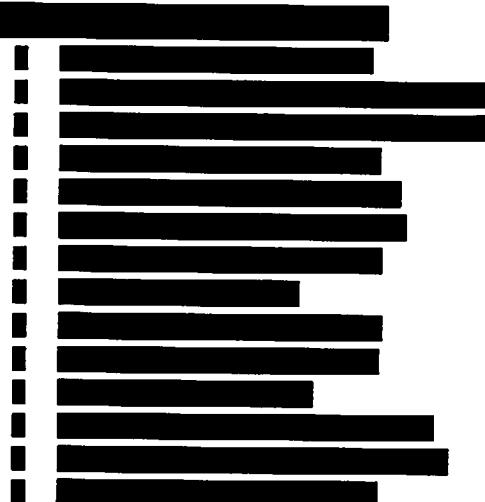


Heavy Duty Wrecker



Wheel Lift

8



## Grader

***This RFP proposal includes trade secrets or other proprietary data ("data") that may not be disclosed outside the City and may not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this Proposal.***

## SECTION 7: LEGAL ACTIONS

**United Road Towing, Inc.** has not been named a defendant to any lawsuit for deficient performance under any contract, for deficient performance on any project, nor for any criminal action.

Additionally, **United Road Towing, Inc.** has never been a debtor in any bankruptcy proceeding.

However, **United Road Towing, Inc.** is defending pending lawsuits relating to vehicles towed and stored within City Auto Pounds.

**Use or disclosure of data contained in this section is subject to the restriction on the title page of this Proposal.**

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## SECTION 8: FINANCIAL STATEMENTS

*Use of or disclosure of data contained in this section is subject to the restrictions on the title page of this Proposal.*

United Road Towing, Inc. will be fully obligated to the City of Chicago, financially and otherwise, to perform under the terms of the contract with the City.

To demonstrate financial capability, please find appended to this section URT's Financial Statements for the following periods:

- 2008
- 2007
- 2006

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**SECTION 9: ECONOMIC DISCLOSURE STATEMENTS AND AFFIDAVIT ("EDS")**

*(Use of or disclosure of data contained in this section is subject to the restrictions on the title page of this Proposal).*

**As required by the RFP, United Road Towing, Inc. appends to this section Exhibit 6: RFP Exhibit 6: Economic Disclosure Statements and Affidavit completed and executed by the following parties:**

## 1. **United Road Towing, Inc.**

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## SECTION 10: INSURANCE

**United Road Towing, Inc.** states that it has reviewed RFP Exhibit 7: **Required Insurance Provisions and City of Chicago Insurance Certificate** and it will maintain all insurance coverage and requirements specified therein, insuring all operations related to the Contract.

**United Road Towing, Inc.** appends to this section its current Proof of Insurance.

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## SECTION 11: PERFORMANCE BOND

**United Road Towing, Inc.** states that it has reviewed RFP Exhibit 10: **City of Chicago Contractors Performance and Payment Bond** and it will furnish a performance bond in the amount and form required in the Contract in the event a construction project requires a bond.

**United Road Towing** is pleased to append to this section a letter from Judith McGoogan, Attorney-in-Fact, RLI Surety, PO Box 3967, Peoria, IL 61612-3967. RLI provides surety bonding for URT. Ms. McGoogan writes that based on its current financial position, expertise and management capabilities, URT is bondable for projects up to \$2,000,000.